MISSOURI DEPARTMENT OF HEALTH AND SENIOR SERVICES
LOCAL PUBLIC HEALTH AGENCY INFRASTRUCTURE
CAPACITY ASSESSMENT REPORT
NOVEMBER 2005

Facts contained in this report were obtained from a survey questionnaire completed in July 2005 by 114 local public health agencies in Missouri. The purpose of the survey is to gather information about public health system capabilities, identify variation among agencies, and to provide agencies a means to compare themselves with peer agencies. This report reflects capacity of administration, facility, workforce, services and programs offered, and information related to their governing bodies.

The information in this report is presented as a collection of all responses, and for comparison, is sorted by various sizes of population served. Some data is compared to results of the same survey completed in the previous year.

The Center for Local Public Health Services in the Missouri Department of Health and Senior Services prepared this report. For further information call 573-751-6170.

Table of Contents

TABLE OF CONTENTS

CHAPTER 1 - ORGANIZATIONAL CAPACITY

I. Summary of Statewide Findings Related to Local Public Health Agency Organizational Capacity - 2005

II. Variation In Organizational Capacity by Size of Population Served - 2005

III. Graph Comparisons of Organizational Capacity

IV. Data Tables Related to Organizational Capacity

CHAPTER 2 - WORKFORCE

I. Summary of Findings Related to Local Public Health Agency Workforce - 2005

II. Variation in Local Public Health Agency Workforce by Size of Population Served - 2005

III. Graph Comparisons of Workforce

IV. Data Tables Related to Workforce

CHAPTER 3 - SERVICES AND PROGRAMS

I. Summary of Services and Programs - 2005

II. Variation in Services and Programs by Size of Population Served - 2005

III. Graph Comparisons of Services and Programs

IV. Data Tables Related to Services and Programs

CHAPTER 4 - ACTIVITIES RELATED TO GOVERNING BODIES

I. Summary of Statewide Findings Related to Local Public Health Agency Governing Bodies - 2005

II. Variation in Activities Related to Governing Bodies by Size of Population Served - 2005

III. Graph Comparisons of Governing Body Activities

IV. Data Tables Related to Governing Body Activities

CHAPTER 1

I. SUMMARY OF STATEWIDE FINDINGS RELATED TO LOCAL PUBLIC HEALTH AGENCY ORGANIZATIONAL CAPACITY - 2005

Progress is noted from 2004 to 2005 in a number of dimensions of capacity to provide essential public health services. All agencies now have a system to assure that staff can be contacted at all times if emergencies occur or communicable diseases need to be reported. Agencies are reporting increased use of technology such as Geographic Information Systems (GIS). An increasing number of agencies have their own web site to share information with the public, and a number of agencies have developed alternative capacity to communicate during disaster situations.

Availability: 14% of local public health agencies in Missouri reported they are open for business at their main facility less than 40 hours a week during 2005. Most agencies (68%) serve the public between 40 and 44 hours each week, and 18% are open 45 hours or more each week. (See Graph 1.1 and Data Table 1.1)

Satellite Locations: 21% of agencies report having branch locations, down from 23% in 2004. Of the 24 agencies with branch offices, 75% are open to provide services less than 8 hours per week during hours other than 8:00 a.m. to 5:00 p.m., while 13% are open 24 or more hours each week during hours other than 8:00 a.m. to 5:00 p.m. (See Graph 1.2.1 and Data Tables 1.2 & 1.2.1)

Emergency Contact: 100% of agencies have a system to receive notification and respond to emergencies at all times of the day or night. Cell phones are relied upon by 96% of agencies for after-hours communication, and 84% of agencies provide cell phones for their key staff. Fifty-two percent (52%) of agencies use pagers. Agency staff is contacted after hours by 911 centers, a local law enforcement agency or by an answering service. Seventy-five percent (75%) of the agencies have written protocols for staff response to calls after hours. (See Graphs 1.3.1, 1.3.2.1 & 1.4 and Data Tables 1.3.1, 1.3.2.1 & 1.4)

Public Health Business Off Site: over half (52%) of agencies report that from 25% to 49% of their business is conducted outside of their facility. Twenty-three percent (23%) of agencies report that 50% or more of public health business is conducted off site. (See Graph 1.5 and Data Table 1.5)

Billing for Services: 97% of agencies bill Medicaid for services, 89% bill Medicare, and 31% bill private insurance companies. A majority of agencies (81%) charge their clients for some services. Forty-eight local public health agencies (42%) also receive payment for services they provide to other agencies. (See Graph 2.1 and Data Table 2.1)

Technology: The percentage of local agencies with a web site increased from 49% in 2004 to more than half (54%) in 2005. Twenty-nine (29) agencies (25%) reportedly use GIS technology for public health purposes like tracking sewage systems, water well locations, lead

testing results, communicable diseases, or other applications. (See Graphs 3.1.1 thru 3.1.3, & 3.2.1 thru 3.2.6 and Data Tables 3.1.1 thru 3.1.3 & 3.2.1 thru 3.2.6)

Quality Improvement: 81% of agencies report having designated staff for planning and implementing quality improvement methods across public health programs. However, only 29% of agencies rate their capacity to utilize quality improvement principles throughout their organization as "very good". Forty-six percent (46%) of agencies report they are doing "okay" in implementing quality improvement methods. Ninety-five percent (95%) of agencies evaluate their programs to determine whether stated goals and outcomes are being achieved. Eighty-two percent (82%) report that quality improvement and customer service characteristics are incorporated into staff performance expectations. (See Graphs 4.1 thru 4.4 and Data Tables 4.1 thru 4.4)

Strategic Planning: 89% of agencies report having a strategic plan. Of the 102 agencies that have a plan, 49% report that it was updated in 2004 or 2005. Forty percent (40%) have not updated their plan for 3 years or more. (See Graphs 6.1 & 6.1.1 and Data Tables 6.1 & 6.1.1)

Sixty-one percent (611%) of agencies report referring to their strategic plan from one to four times during the year; however, 20% do not ever refer to it. Ninety-six percent (96%) of the agencies with a strategic plan involved their staff in its development or revision, 86% involved their governing body, and 54% involved members of their community. Strategic plans are used by 69% of agencies for performance management, 73% use it for budget allocation, and 59% use the plan for marketing. (See Graphs 6.1.2 thru 6.1.4 and Data Tables 6.1.2 thru 6.1.4)

CHAPTER 1

II. VARIATION IN ORGANIZATIONAL CAPACITY BY SIZE OF POPULATION SERVED - 2005

Availability: 13% of agencies serving populations of 20,000 or fewer, and 20% of agencies that serve populations from 20,001 to 40,000 are open less than 40 hours each week. No agencies that serve populations greater than 80,000 are open less than 40 hours each week, in fact a majority of the largest agencies (54%) are open from 45 to 50 hours each week. (See Graph 1.1 and Data Table 1.1)

Satellite Locations: agencies serving populations of 20,000 or fewer are least likely to operate satellite facilities; 9% have satellite locations. Agencies that serve populations 40,001 to 80,000 have the highest percentage for satellite locations (44%). Half (50%) of the largest agencies with satellite locations have only 1 site, but 33% maintain from 6 to 10 different locations. (See Data Table 1.2)

Emergency Contact: eighty-five percent (85%) of the agencies serving populations greater than 80,000 have an answering service and 92% rely upon pagers for emergency contact of staff. Only 40% of agencies serving populations from 20,001 to 40,000 use pagers for this purpose. Cell phones are the most common means of after-hours contact regardless of agency size, and the percentage of agencies using them ranges from 95% of agencies serving populations of 20,000 or fewer to 100% of agencies serving populations over 40,000. Ninety-two percent (92%) of the largest agencies provide cell phones for their key staff compared to 76% of the smallest agencies. (See Graphs 1.3.1 & 1.3.2.1 and Data Tables 1.3.1 & 1.3.2.1)

Public Health Business Off Site: the percentage of time that agency staff spends in the community, or otherwise working outside of agency offices varies by size of population served. Those that serve populations fewer than 20,000 are most likely to work within their offices; 35% of them spend less than 25% of the time conducting business off site. All sizes of agencies are more likely to spend from 25% to 49% of their staff's time working out in communities, however, 62% of the largest agencies do so compared to 44% of the smallest agencies. (See Graph 1.5 and Data Table 1.5)

Billing for Services: agencies serving populations greater than 80,000 are less likely than other agencies to bill a third party for services they provide. Ninety-two percent (92%) of them bill Medicaid compared to 98% of agencies serving populations fewer than 20,000 and 97% of those serving populations from 40,001 to 80,000. Sixty-nine percent (69%) of the largest agencies bill Medicare, compared to 93% of agencies serving populations of 20,000 or fewer, and only 23% bill private insurance compared to 35% of agencies serving populations fewer than 20,000. Ninety-four percent (94%) of the agencies serving populations from 40,001 to 80,000 charge their clients for services. Eighty percent (80%) of agencies serving populations of 20,000 or fewer and 70% of agencies serving populations between 20,001 and 40,000 do so. Ninety-two percent (92%) of agencies serving populations over 80,000 charge clients for services. (See Graph 2.1 and Data Table 2.1)

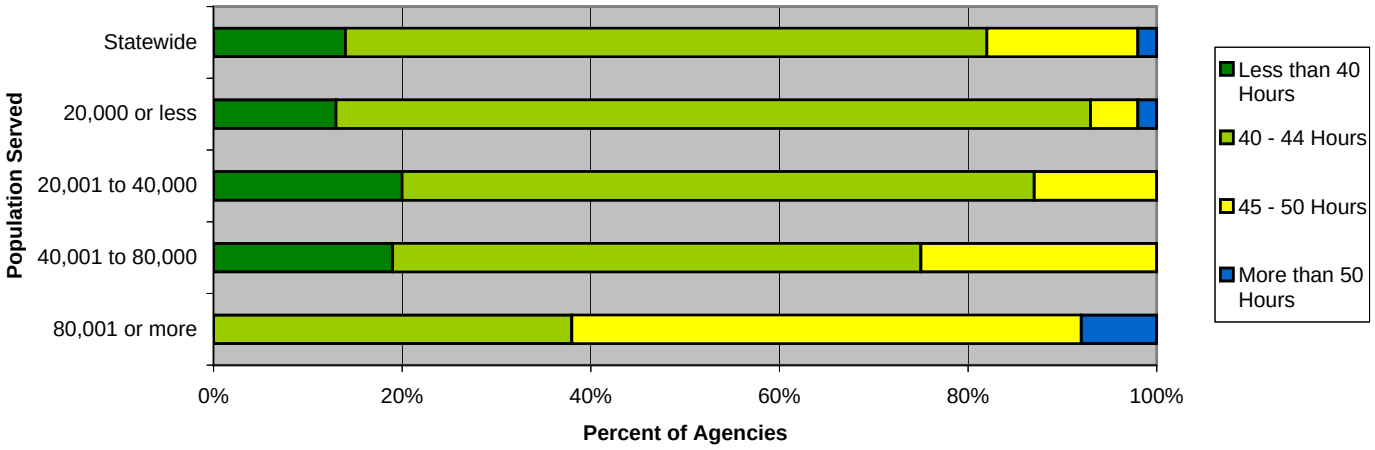
Technology: ninety-two percent (92%) of agencies that serve populations greater than 80,000 have a web site compared to only 38% of those serving populations fewer than 20,000. The percentage of agencies with a web site in the 2 groups serving other population sizes ranges from 60% to 69%. The largest agencies are also most likely to use Geographic Information Systems (GIS); 85% of them are using this technology. Fifty-six percent (56%) of agencies serving populations between 40,001 and 80,000 use GIS, but only 5% to 20% of agencies in groups serving smaller population sizes do so. (See Graph 3.1.1 thru 3.1.3 and Data Tables 3.1.1 & 3.1.2)

Quality Improvement: seventy-seven percent (77%) of agencies serving populations between over 80,000 have staff designated to lead quality improvement efforts compared to 80% of agencies serving populations fewer than 20,000. Thirty-one percent (31%) of agencies serving populations greater than 40,000 rate their capacity to utilize quality improvement principles and methods as "very good" compared to only 25% of agencies serving populations fewer than 20,000. (See Graphs 4.1 & 4.2 and Data Tables 4.1 & 4.2)

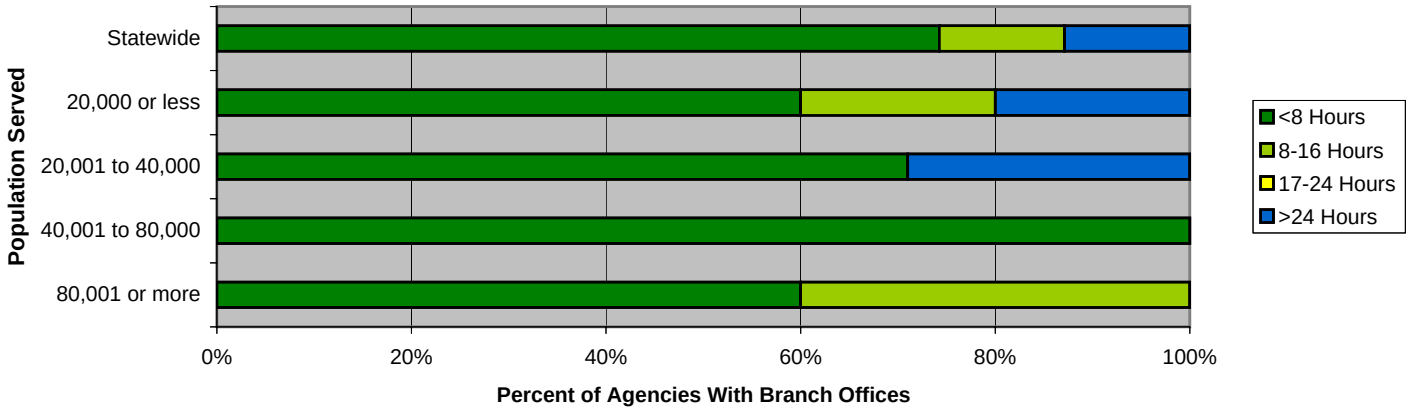
Strategic Planning: agencies serving all population sizes are roughly equal in the likelihood of having a strategic plan; 83% to 92% within each group do so. However, only 52% of agencies serving populations of 20,000 or fewer have updated their plan in the last three years while 79% of those serving populations between 40,001 and 80,000 have done so. Twenty-seven percent (27%) of agencies serving populations of 20,000 or fewer, and 16% of agencies serving populations from 20,001 to 40,000 that have a strategic plan, did not refer to or use their plan in the past year. Seventeen percent (17%) of the largest agencies with a plan referred to it 10 or more times during the last year. (See Graphs 6.1 thru 6.1.2 and Data Tables 6.1 thru 6.1.2)

Agencies serving populations fewer than 20,000 are more likely to involve their governing body in developing or revising their strategic plan; 92% involved their governing body compared to only 75% of agencies serving populations over 80,000. Agencies serving populations over 80,000 are more likely to involve community members in strategic planning with 67% of them doing so, compared to 43% of agencies serving populations from 40,001 to 80,000. All (100%) of the largest agencies refer to their plan for budgeting and resource allocation, while only 64% of agencies serving populations from 40,001 to 80,000 use their plan for this purpose. (See Graphs 6.1.3 & 6.1.4 and Data Tables 6.1.3 & 6.1.4)

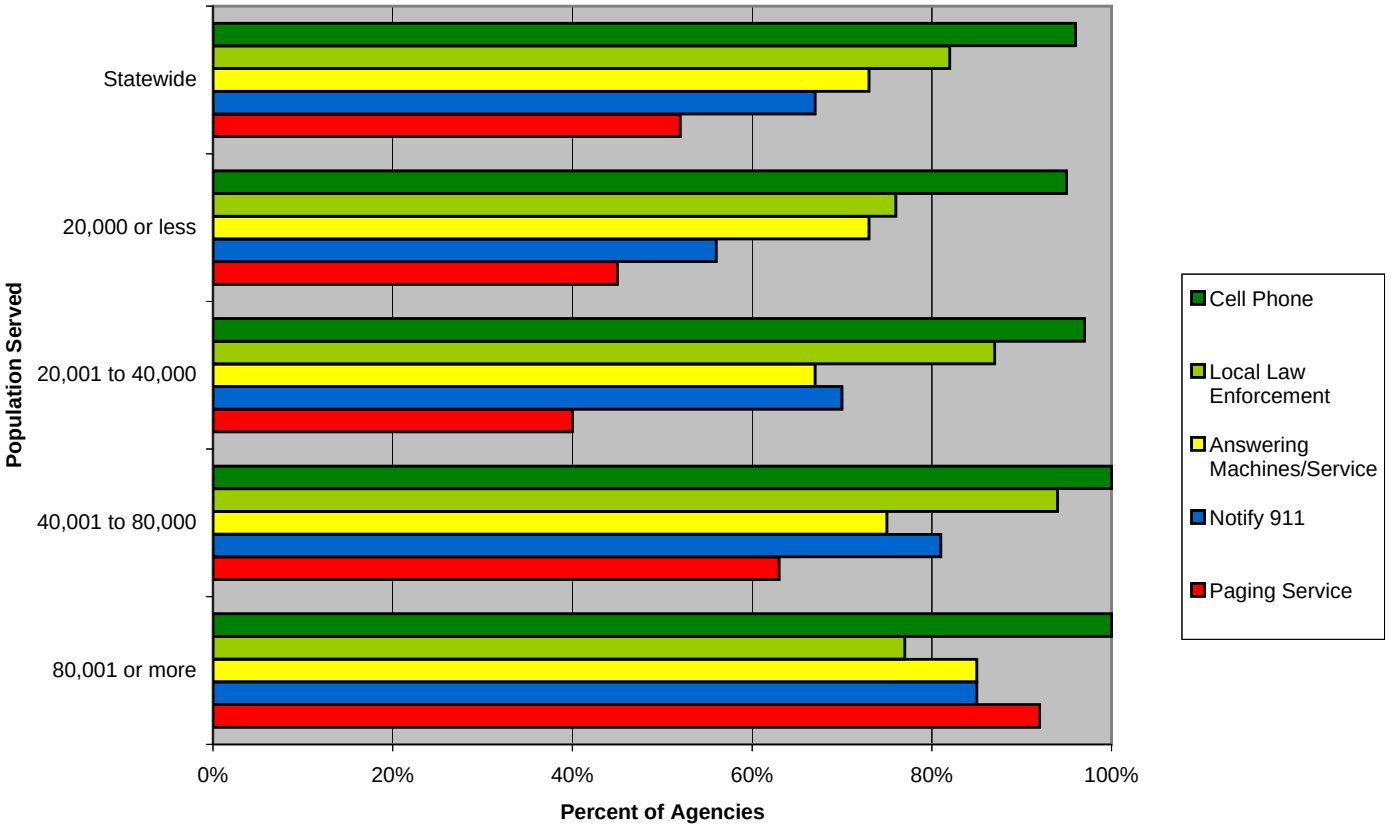
Hours Per Week Main Facility is Open to Serve Clients - 1.1



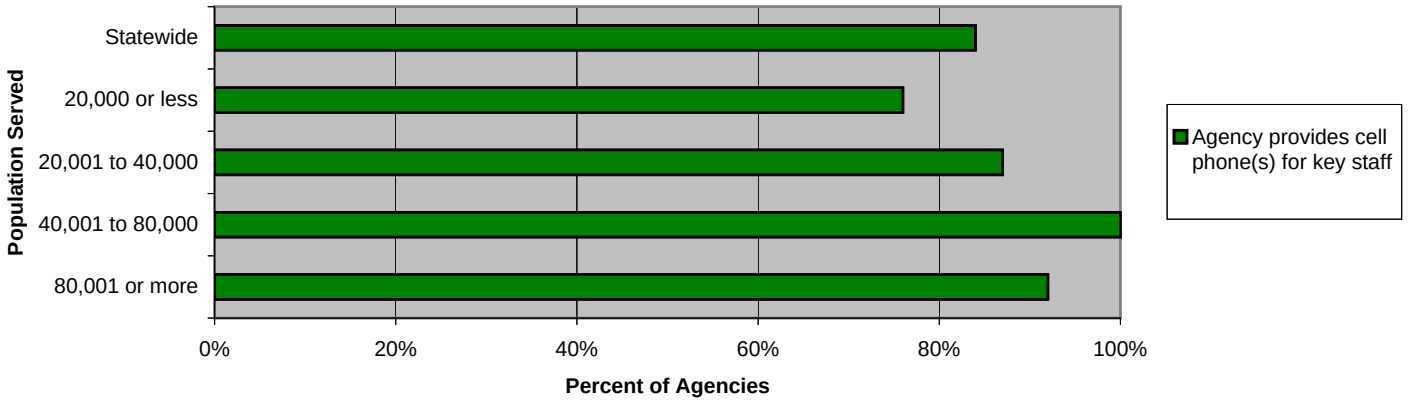
Hours Per Week Main and Branch Offices Are Open to Clients Other Than 8:00 a.m. - 5:00 p.m. (Reported by 24 Agencies) - 1.2.1



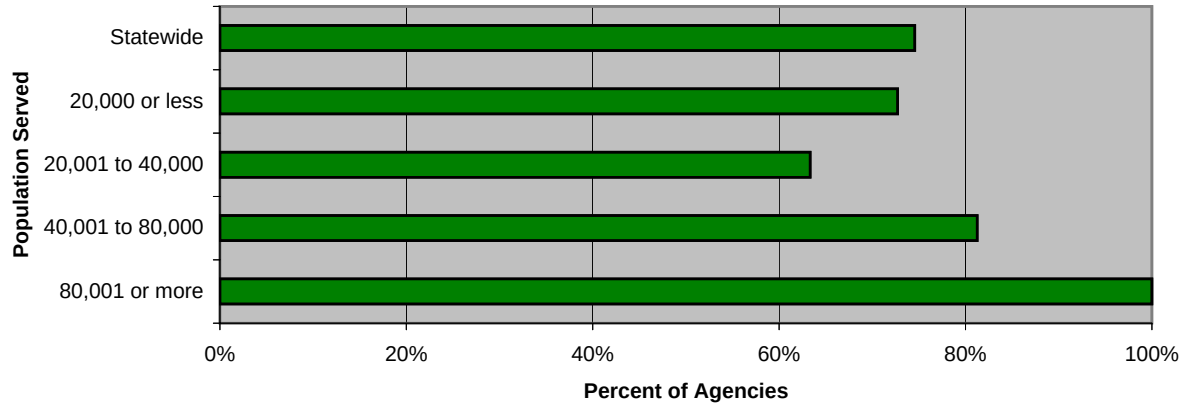
Systems to Receive and Respond to Emergencies 24/7 - 1.3.1

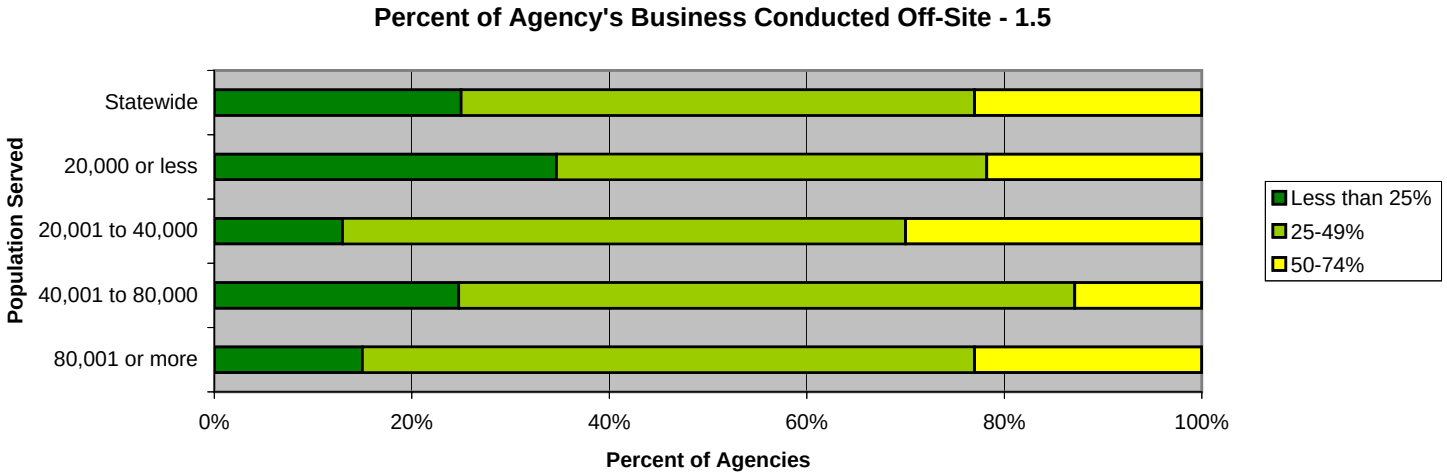


Agency Provides Cell Phone(s) For Key Staff - 1.3.2.1

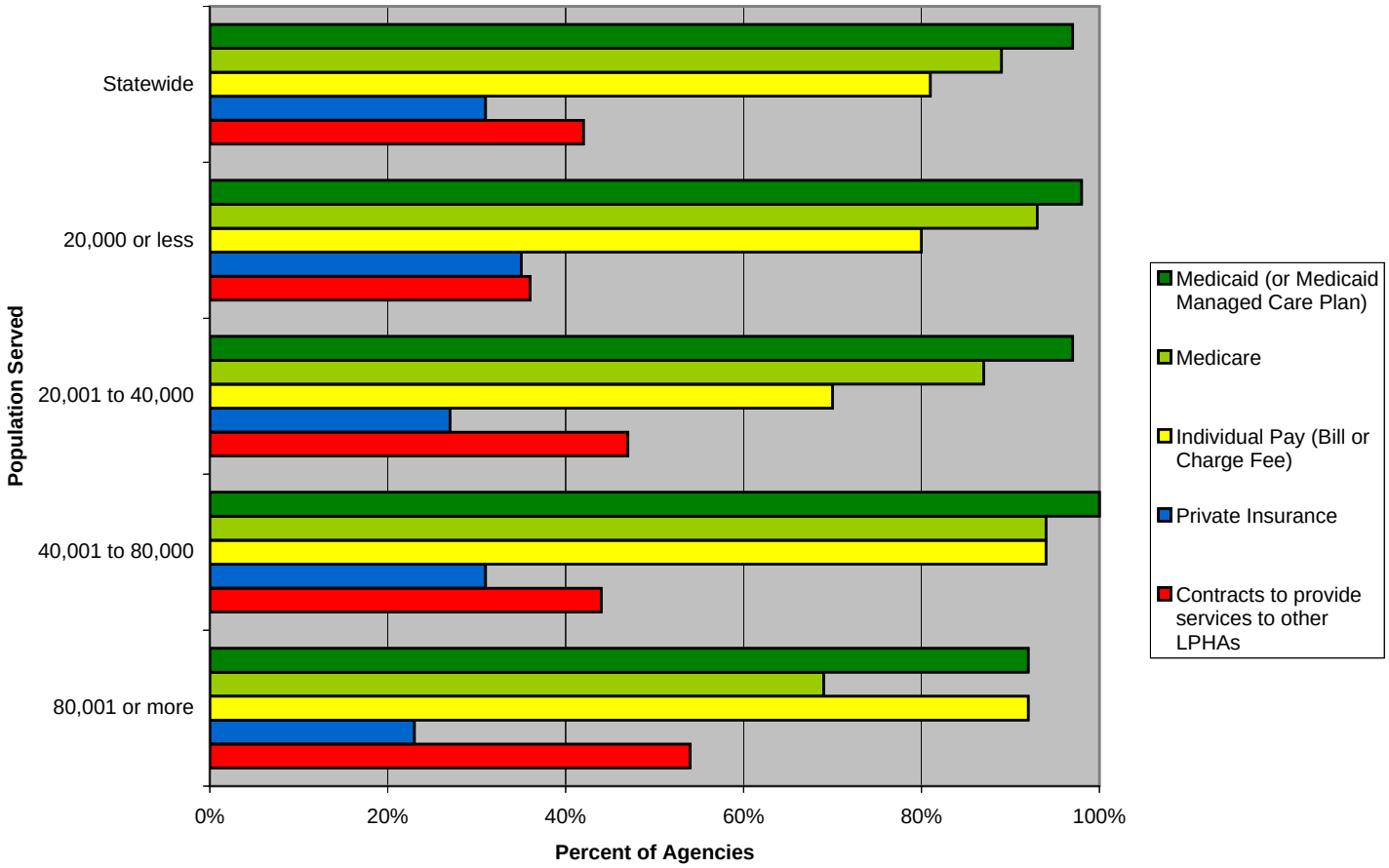


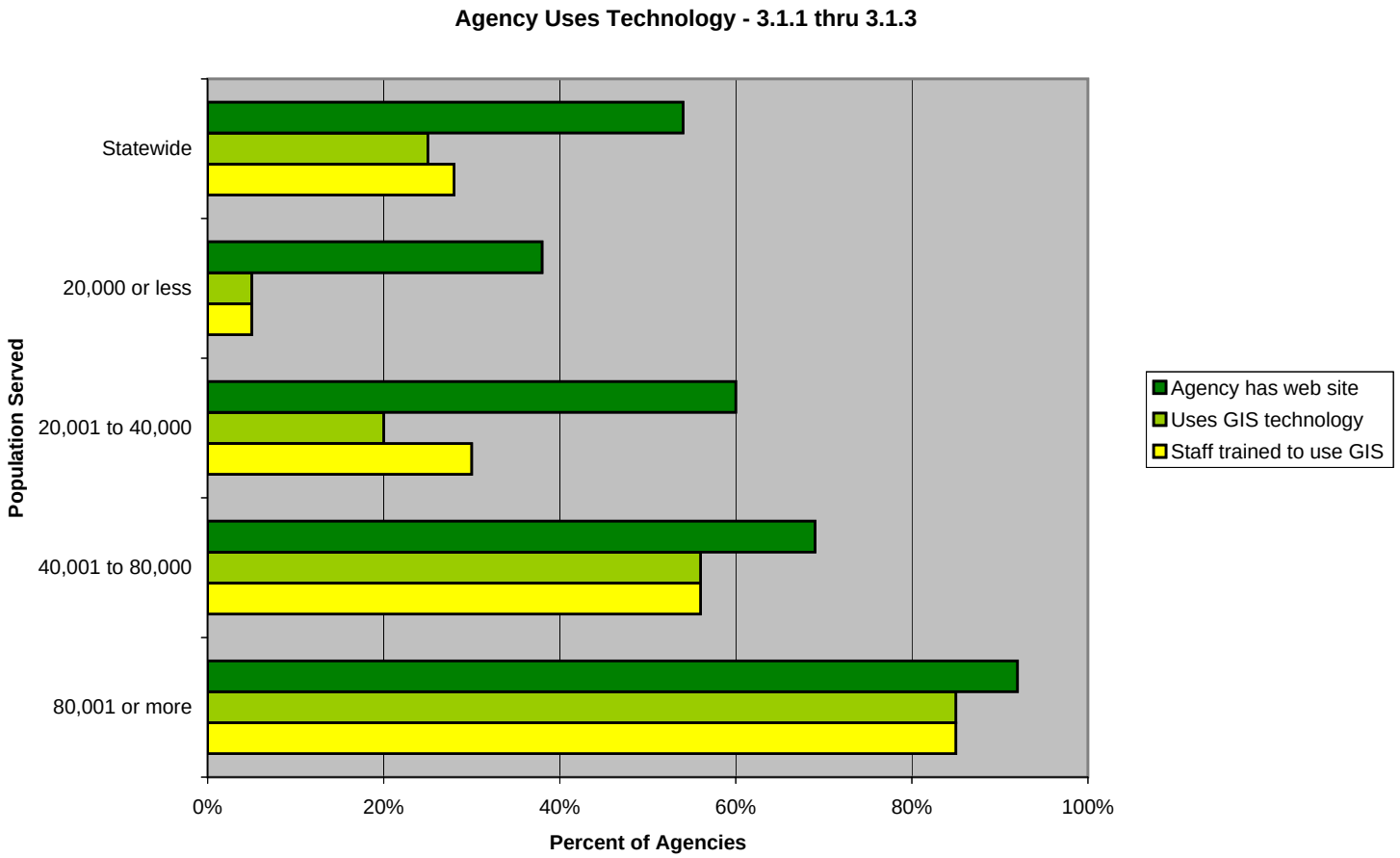
Agency Has Written Protocols for Staff Response to Calls After Normal Work Hours - 1.4



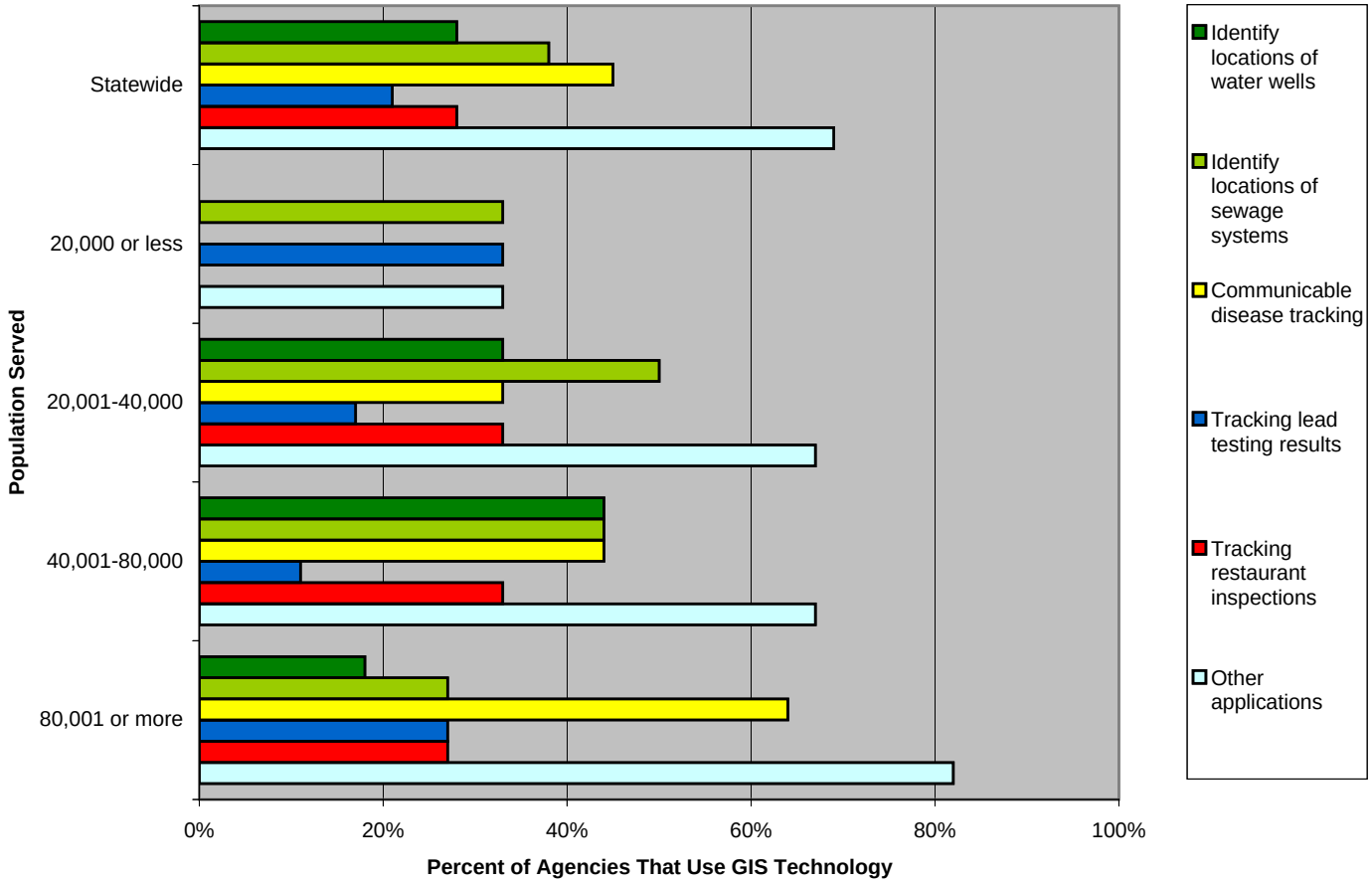

Percent of Agency's Business Conducted Off-Site - 1.5
Statewide
20,000 or less
20,001 to 40,000
40,001 to 80,000
80,001 or more
Population Served
0%
20%
40%
60%
80%
100%
Percent of Agencies
Less than 25%
25-49%
50-74%

Agency's Sources of Revenue - 2.1

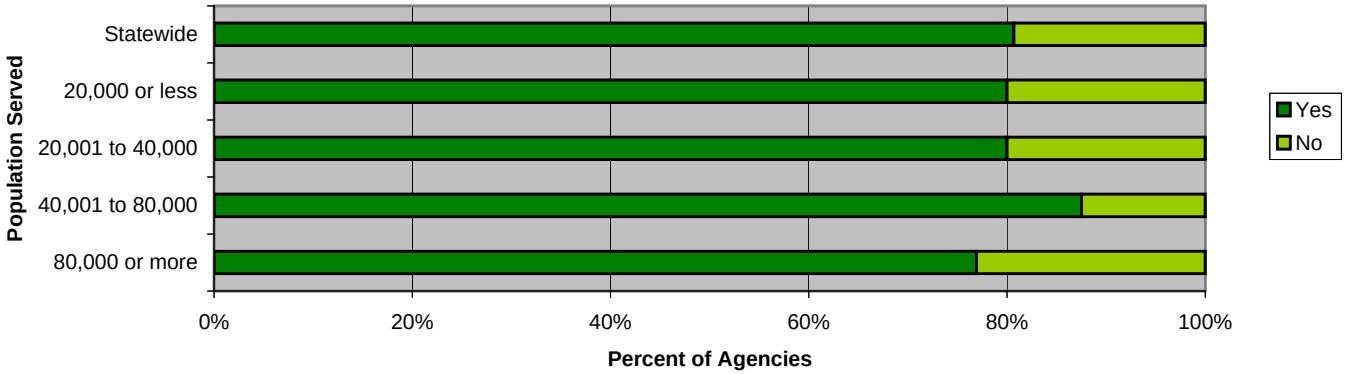



Agency Uses Technology - 3.1.1 thru 3.1.3
Statewide
20,000 or less
20,001 to 40,000
40,001 to 80,000
80,001 or more
Population Served
0%
20%
40%
60%
80%
100%
Percent of Agencies
Agency has web site
Uses GIS technology
Staff trained to use GIS

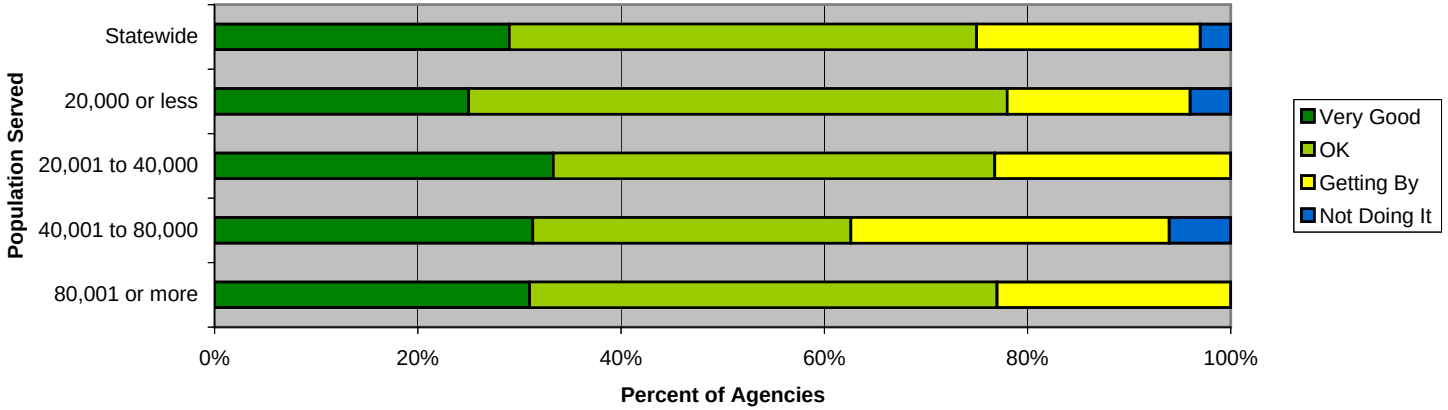
Agency Uses GIS Technology Reported by 29 Agencies - 3.2.1 thru 3.2.6



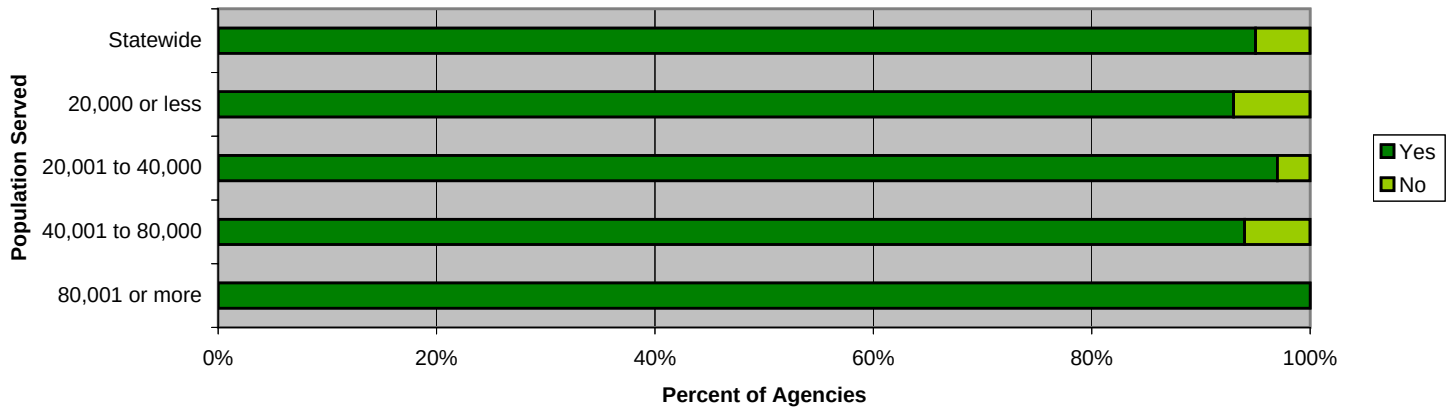
Agency Has Designated Staff Responsible for Quality Improvement - 4.1



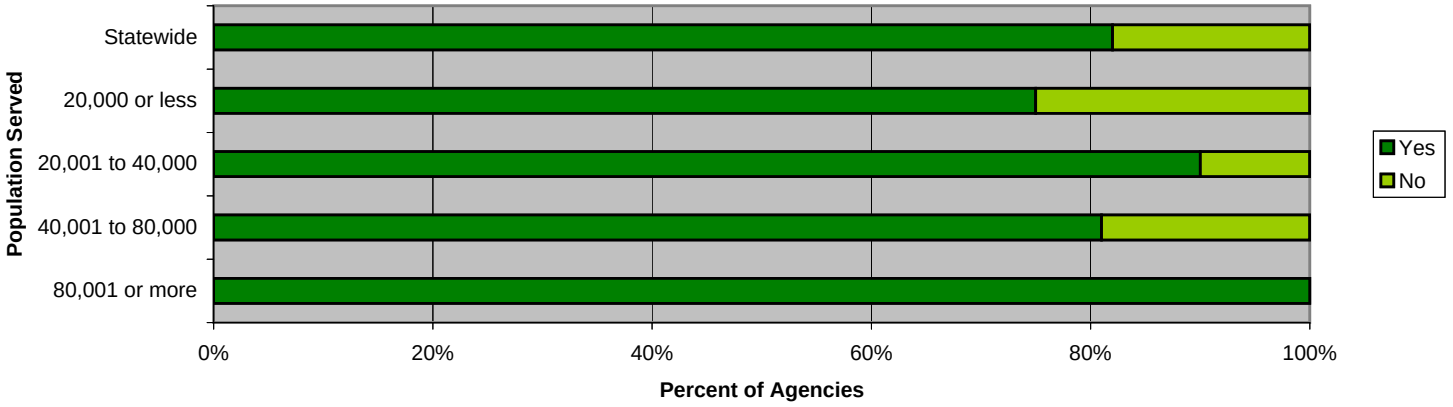
Agency Capacity to Utilize Quality Management Principles, Methods, and Tools Throughout Organization - 4.2



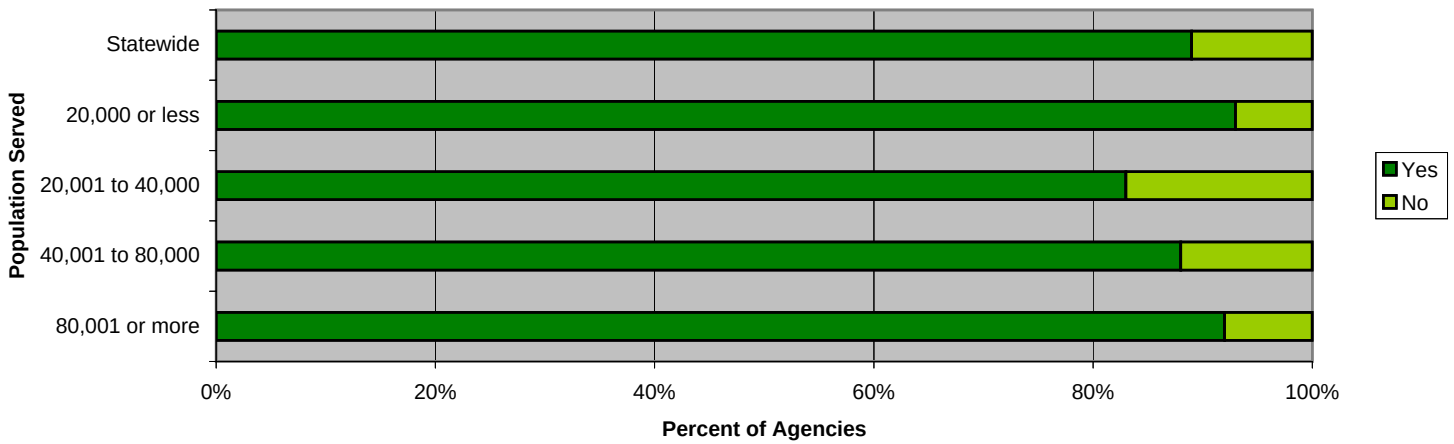
Agency Evaluates Its Programs to Determine Whether Stated Goals and Outcomes are Being Achieved - 4.3



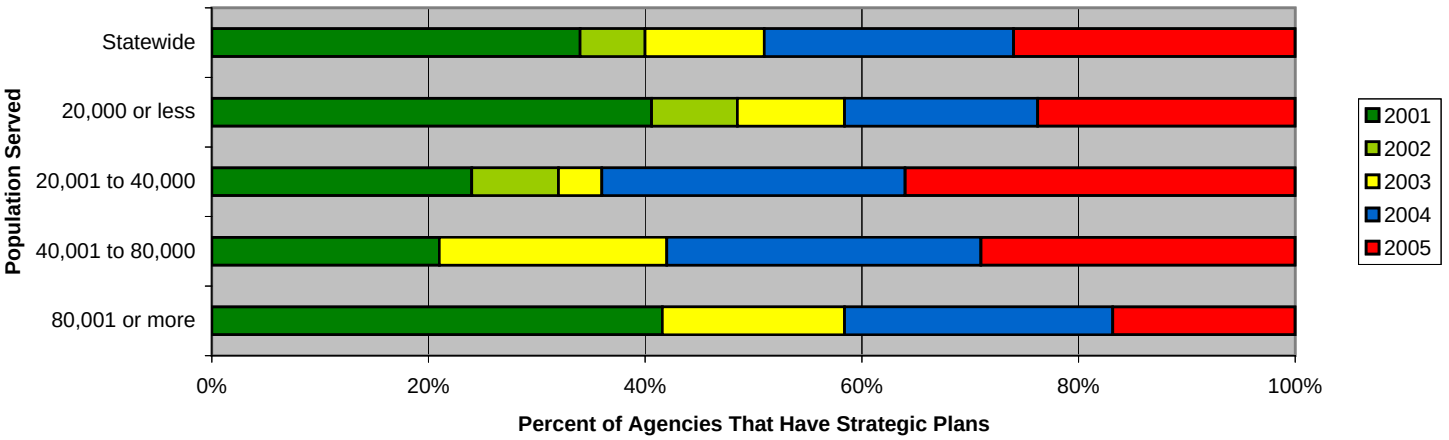
Agency Incorporates Quality Improvement and/or Customer Service in Employees' Performance Expectations - 4.4

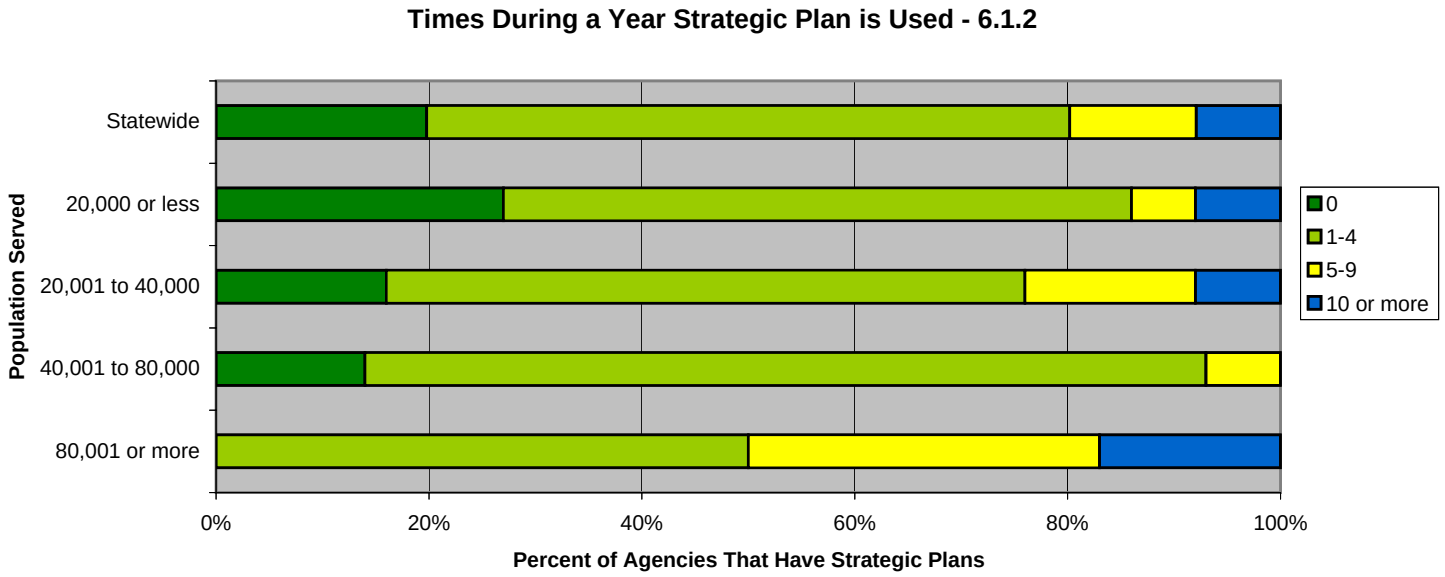


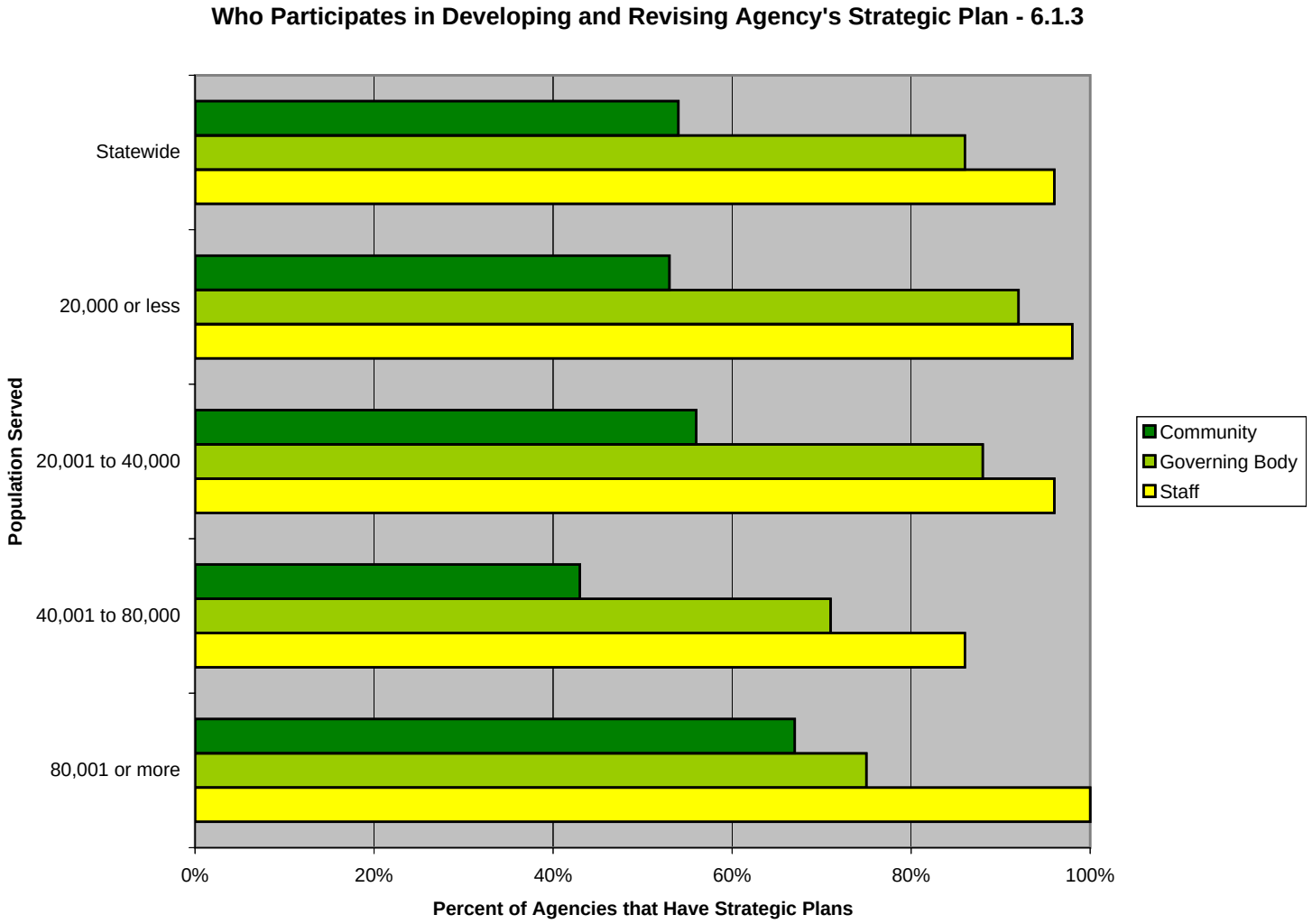
Agency Has a Strategic Plan - 6.1



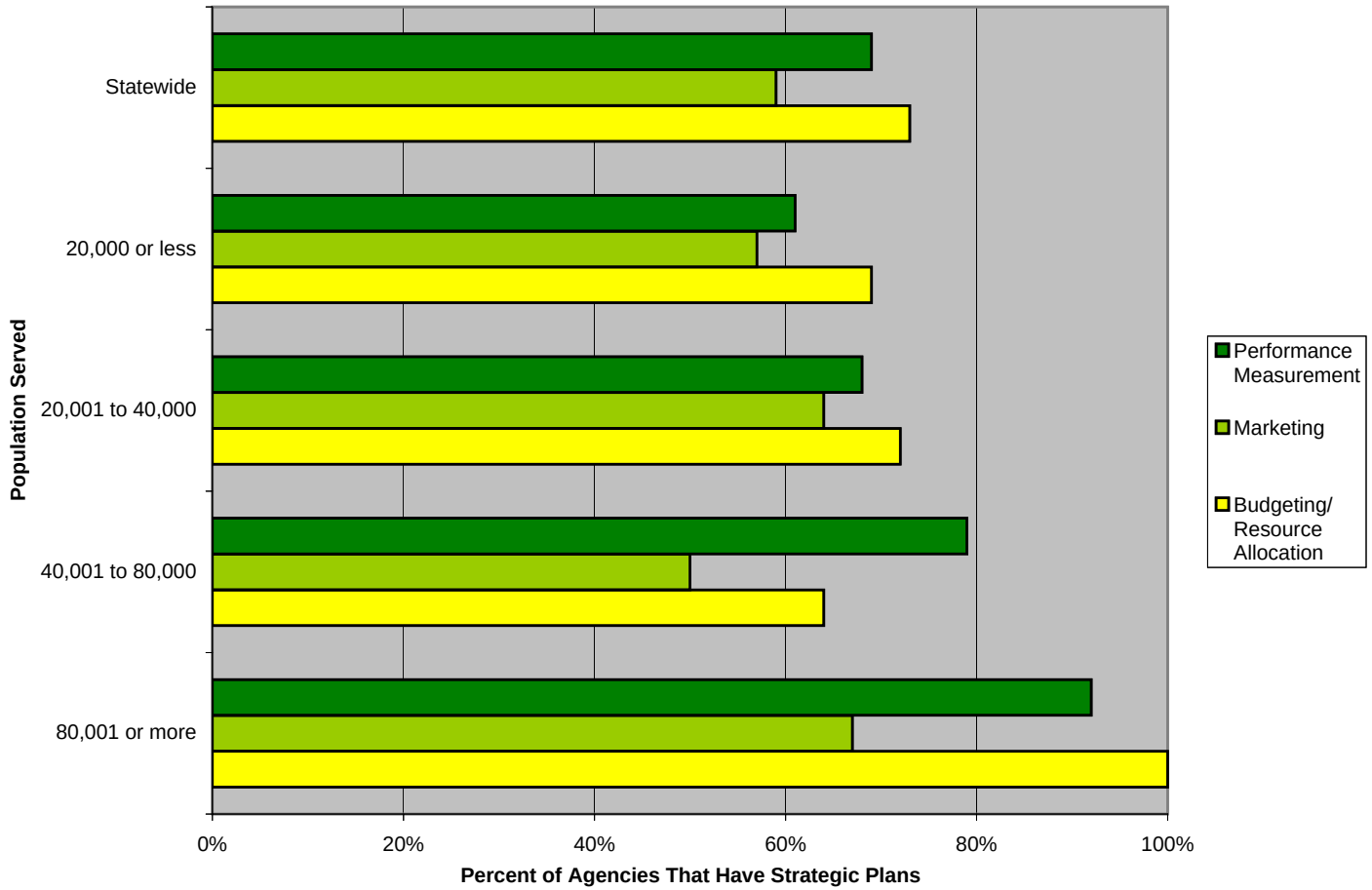
Agency's Strategic Plan Last Updated - 6.1.1




Times During a Year Strategic Plan is Used - 6.1.2
Population Served
Statewide
20,000 or less
20,001 to 40,000
40,001 to 80,000
80,001 or more
0%
20%
40%
60%
80%
100%
Percent of Agencies That Have Strategic Plans
0
1-4
5-9
10 or more


Who Participates in Developing and Revising Agency's Strategic Plan - 6.1.3
Statewide
20,000 or less
20,001 to 40,000
40,001 to 80,000
80,001 or more
Population Served
0%
20%
40%
60%
80%
100%
Percent of Agencies that Have Strategic Plans
Community
Governing Body
Staff

How Strategic Plan is Used - 6.1.4



CHAPTER 1

DATA TABLES

ORGANIZATIONAL CAPACITY

1. AVAILABILITY

	Less than 40 Hours		40-44 Hours		45-50 Hours		Over 50 Hours	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
1.1. Hours per week main facility is open to serve clients.								
114 Statewide	16	14%	78	68%	18	16%	2	2%
55 Population up to 20,000	7	13%	44	80%	3	5%	1	2%
30 Population between 20,001 and 40,000	6	20%	20	67%	4	13%	0	0%
16 Population between 40,001 and 80,000	3	19%	9	56%	4	25%	0	0%
13 Population over 80,001	0	0%	5	38%	7	54%	1	8%

AVAILABILITY

	Number	Percent
1.2. Health department has branch offices.		
114 Statewide	24	21%
55 Population up to 20,000	5	9%
30 Population between 20,001 and 40,000	7	23%
16 Population between 40,001 and 80,000	7	44%
13 Population over 80,001	5	38%

AVAILABILITY

	<8 Hours		8-16 Hours		17-24 Hours		>24 Hours	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
1.2.1. Hours per week main and branch offices are open to clients other than 8:00 a.m. to 5:00 p.m.								
114 Statewide	18	75%	3	13%	0	0%	3	13%
55 Population up to 20,000	3	60%	1	20%	0	0%	1	20%
30 Population between 20,001 and 40,000	5	71%	0	0%	0	0%	2	29%
16 Population between 40,001 and 80,000	7	100%	0	0%	0	0%	0	0%
13 Population over 80,001	3	60%	2	40%	0	0%	0	0%

AVAILABILITY

1.3. All Agencies have a system to receive and respond to emergencies 24 hours per day, 7 days per week.

AVAILABILITY		Paging Service		Cell Phone		Notify 911 Center		Local Law Enforcement		Answering Machines/Service	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
1.3.1. Agency has system to receive and respond to emergencies 24/7.											
114	Statewide	59	52%	110	96%	76	67%	93	82%	83	73%
55	Population up to 20,000	25	45%	52	95%	31	56%	42	76%	40	73%
30	Population between 20,001 and 40,000	12	40%	29	97%	21	70%	26	87%	20	67%
16	Population between 40,001 and 80,000	10	63%	16	100%	13	81%	15	94%	12	75%
13	Population over 80,001	12	92%	13	100%	11	85%	10	77%	11	85%

AVAILABILITY		Cell Phone Provided by Agency	
		Number	Percent
1.3.2.1. Agency provides cell phone(s) for key staff.			
114	Statewide	96	84%
55	Population up to 20,000	42	76%
30	Population between 20,001 and 40,000	26	87%
16	Population between 40,001 and 80,000	16	100%
13	Population over 80,001	12	92%

AVAILABILITY

		Number	Percent
1.4. Agency has written protocols for staff response to calls after normal work hours.			
114	Statewide	85	75%
55	Population up to 20,000	40	73%
30	Population between 20,001 and 40,000	19	63%
16	Population between 40,001 and 80,000	13	81%
13	Population over 80,001	13	100%

AVAILABILITY

	Less Than 25%		25-49%		50-74%		75-100%	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
1.5 Percent of agency's business conducted off-site.								
114 Statewide	29	25%	59	52%	26	23%	0	0%
55 Population up to 20,000	19	35%	24	44%	12	22%	0	0%
30 Population between 20,001 and 40,000	4	13%	17	57%	9	30%	0	0%
16 Population between 40,001 and 80,000	4	25%	10	63%	2	13%	0	0%
13 Population over 80,001	2	15%	8	62%	3	23%	0	0%

2. SOURCE OF REVENUE

	Medicaid (or Managed Care)		Medicare		Individual Pay		Private Insurance		Contracts Serivces to Other LPHAs	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2.1 Agency's sources of revenue.										
114 Statewide	111	97%	101	89%	92	81%	35	31%	48	42%
55 Population up to 20,000	54	98%	51	93%	44	80%	19	35%	20	36%
30 Population between 20,001 and 40,000	29	97%	26	87%	21	70%	8	27%	14	47%
16 Population between 40,001 and 80,000	16	100%	15	94%	15	94%	5	31%	7	44%
13 Population over 80,001	12	92%	9	69%	12	92%	3	23%	7	54%

TECHNOLOGY

	Number	Percent
3.1.1. Agency has a web site.		
114 Statewide	62	54%
55 Population up to 20,000	21	38%
30 Population between 20,001 and 40,000	18	60%
16 Population between 40,001 and 80,000	11	69%
13 Population over 80,001	12	92%

TECHNOLOGY

	Number	Percent
3.1.2. Agency uses GIS technology.		
114 Statewide	29	25%
55 Population up to 20,000	3	5%
30 Population between 20,001 and 40,000	6	20%
16 Population between 40,001 and 80,000	9	56%
13 Population over 80,001	11	85%

TECHNOLOGY

		Number	Percent
3.1.3. Agency has staff trained to use GIS technology.			
114	Statewide	32	28%
55	Population up to 20,000	3	5%
30	Population between 20,001 and 40,000	9	30%
16	Population between 40,001 and 80,000	9	56%
13	Population over 80,001	11	85%

TECHNOLOGY

		Number	Percent
3.2.1. Agency uses GIS technology to identify locations of water wells.			
114	Statewide	8	28%
55	Population up to 20,000	0	0%
30	Population between 20,001 and 40,000	2	33%
16	Population between 40,001 and 80,000	4	44%
13	Population over 80,001	2	18%

TECHNOLOGY

		Number	Percent
3.2.2. Agency uses GIS technology to identify locations of sewage systems.			
114	Statewide	11	38%
55	Population up to 20,000	1	33%
30	Population between 20,001 and 40,000	3	50%
16	Population between 40,001 and 80,000	4	44%
13	Population over 80,001	3	27%

TECHNOLOGY

		Number	Percent
3.2.3. Agency uses GIS technology for communicable disease tracking.			
114	Statewide	13	45%
55	Population up to 20,000	0	0%
30	Population between 20,001 and 40,000	2	33%
16	Population between 40,001 and 80,000	4	44%
13	Population over 80,001	7	64%

TECHNOLOGY

		Number	Percent
3.2.4. Agency uses GIS technology for tracking lead testing results.			
114	Statewide	6	21%
55	Population up to 20,000	1	33%
30	Population between 20,001 and 40,000	1	17%
16	Population between 40,001 and 80,000	1	11%
13	Population over 80,001	3	27%

TECHNOLOGY

		Number	Percent
3.2.5. Agency uses GIS technology for tracking restaurant inspections.			
114	Statewide	8	28%
55	Population up to 20,000	0	0%
30	Population between 20,001 and 40,000	2	33%
16	Population between 40,001 and 80,000	3	33%
13	Population over 80,001	3	27%

TECHNOLOGY

		Number	Percent
3.2.6. Agency uses GIS technology for other applications.			
114	Statewide	20	69%
55	Population up to 20,000	1	33%
30	Population between 20,001 and 40,000	4	67%
16	Population between 40,001 and 80,000	6	67%
13	Population over 80,001	9	82%

4. QUALITY IMPROVEMENT

		Number	Percent
4.1. Agency has designated staff responsible for planning, developing and implementing quality improvement methods across programs.			
114	Statewide	92	81%
55	Population up to 20,000	44	80%
30	Population between 20,001 and 40,000	24	80%
16	Population between 40,001 and 80,000	14	88%
13	Population over 80,001	10	77%

QUALITY IMPROVEMENT

	Very Good		OK		Getting By		Not Doing It	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
4.2. Rate of agency capacity to utilize quality management principles, methods, and tools throughout the organization.								
114 Statewide	33	29%	53	46%	25	22%	3	3%
55 Population up to 20,000	14	25%	29	53%	10	18%	2	4%
30 Population between 20,001 and 40,000	10	33%	13	43%	7	23%	0	0%
16 Population between 40,001 and 80,000	5	31%	5	31%	5	31%	1	6%
13 Population over 80,001	4	31%	6	46%	3	23%	0	0%

QUALITY IMPROVEMENT

	Number	Percent
4.3. Agency evaluates its programs to determine whether stated goals and outcomes are being achieved.		
114 Statewide	108	95%
55 Population up to 20,000	51	93%
30 Population between 20,001 and 40,000	29	97%
16 Population between 40,001 and 80,000	15	94%
13 Population over 80,001	13	100%

QUALITY IMPROVEMENT

	Number	Percent
4.4. Agency incorporates quality improvement and/or customer service in all employee's performance expectations.		
114 Statewide	94	82%
55 Population up to 20,000	41	75%
30 Population between 20,001 and 40,000	27	90%
16 Population between 40,001 and 80,000	13	81%
13 Population over 80,001	13	100%

DATA TABLES

STRATEGIC PLANNING

6. STRATEGIC PLAN

	Number	Percent
6.1. Agency has a strategic plan.		
114 Statewide	102	89%
55 Population up to 20,000	51	93%
30 Population between 20,001 and 40,000	25	83%
16 Population between 40,001 and 80,000	14	88%
13 Population over 80,001	12	92%

STRATEGIC PLAN

	2000		2001		2002		2003		2004		2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
6.1.1. Year agency's strategic plan was last updated.												
114 Statewide	0	0%	35	34%	6	6%	11	11%	23	23%	27	26%
55 Population up to 20,000	0	0%	21	41%	4	8%	5	10%	9	18%	12	24%
30 Population between 20,001 and 40,000	0	0%	6	24%	2	8%	1	4%	7	28%	9	36%
16 Population between 40,001 and 80,000	0	0%	3	21%	0	0%	3	21%	4	29%	4	29%
13 Population over 80,001	0	0%	5	42%	0	0%	2	17%	3	25%	2	17%

STRATEGIC PLAN

	0		1-4 Times		5-9 Times		10 or More Times	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
6.1.2. How often during a year do you/your staff refer to or use the strategic plan?								
114 Statewide	20	20%	62	61%	12	12%	8	8%
55 Population up to 20,000	14	27%	30	59%	3	6%	4	8%
30 Population between 20,001 and 40,000	4	16%	15	60%	4	16%	2	8%
16 Population between 40,001 and 80,000	2	14%	11	79%	1	7%	0	0%
13 Population over 80,001	0	0%	6	50%	4	33%	2	17%

STRATEGIC PLAN		Community		Governing Body		Staff	
		Number	Percent	Number	Percent	Number	Percent
6.1.3. Who participates in developing and revising agency's strategic plan?							
114	Statewide	55	54%	88	86%	98	96%
55	Population up to 20,000	27	53%	47	92%	50	98%
30	Population between 20,001 and 40,000	14	56%	22	88%	24	96%
16	Population between 40,001 and 80,000	6	43%	10	71%	12	86%
13	Population over 80,001	8	67%	9	75%	12	100%

STRATEGIC PLAN		Budgeting/Resource Allocation		Marketing		Performance Measurement	
		Number	Percent	Number	Percent	Number	Percent
6.1.4. How is strategic plan used?							
114	Statewide	74	73%	60	59%	70	69%
55	Population up to 20,000	35	69%	29	57%	31	61%
30	Population between 20,001 and 40,000	18	72%	16	64%	17	68%
16	Population between 40,001 and 80,000	9	64%	7	50%	11	79%
13	Population over 80,001	12	100%	8	67%	11	92%

CHAPTER 2

I. SUMMARY OF FINDINGS RELATED TO LOCAL PUBLIC HEALTH AGENCY WORKFORCE – 2005

The size of the local public health agency workforce decreased in each of the past four years. However, 2005 showed an increase in the public health workforce with increases in the number of registered nurses and licensed practical nurses (36), clerical and environmental specialists/sanitarians. The benefits provided for local public health employees remained stable, and there were increases in the average annual salary earned by several categories of staff including administrators. (See chart at the end of this chapter that shows the breakdown of types of local agency staff.)

TOTAL LOCAL PUBLIC HEALTH WORKFORCE

Local public health agencies in Missouri employ 3041 individuals, 79% of whom work full-time. Moderate turnover in staff is verified by the fact that 14% of the current workforce was hired within the past year. (See Graphs 7.1 & 7.2 and Data Tables 7.1 & 7.2)

BENEFITS FOR LOCAL PUBLIC HEALTH WORKERS

Full time workers in 94% of local public health agencies have health insurance; however, slightly fewer agencies (91%) contribute to payment of premiums. Forty-six percent (46%) of full time local public health workers have access to coverage for dental health services, but only 35% of agencies contribute to dental insurance cost. Eighty-eight percent (88%) of full-time staff in local public health agencies has an available retirement program. Ninety-seven percent (97%) of full time public health workers receive paid sick and 99% have paid vacation leave. (See Graphs 7.3 & 7.4 and Data Tables 7.3 & 7.4)

PROFESSIONAL DEVELOPMENT

One hundred percent (100%) of the local agencies have staff that participates in continuing education. However, sixty-four percent (64%) of the local agencies require participation in continuing education as a condition of employment. Computer-based training is utilized by staff in 93% of agencies and 92% of agencies' staff utilize satellite education programs. Fewer agencies (47%) have staff that utilize college courses as a means of professional development. (See Graphs 7.5.1 & 7.5.2 and Data Tables 7.5.1 & 7.5.2)

ADMINISTRATORS

Forty-three percent (43%) of local public health agency administrators are registered nurses, and 4% are Advanced Practice Registered Nurses. Fifty-six percent (56%) of administrators devote all of their time to administrative duties (up from 55% in 2004), and an additional 23% spend three-quarters or more of their time on administration. Sixty-four percent (64%) of local public health agency administrators have successfully completed training on the Incident Command System. The range of educational levels of administrators is wide, from 19% with high school as their highest level of formal education to 26% with master's or doctorate degrees. Fifty-six percent (56%) of administrators have a bachelor's degree or above, and an additional 7% are working towards a bachelor's degree. Nineteen percent (19%) of administrators have been working in their present job for 2 years or less, and nearly half (40%)

of administrators have been the administrator for 5 years or less. The range of annual salary earned by administrators is wide, from less than $30,000 (3% of administrators) to over $75,000 (11% of administrators). The largest percentage of administrators (44%) reportedly earn from $40,000 to $54,999 annually. An additional 27% earn in the range from $30,000 to $39,999. (See Graphs 7.6.1 thru 7.6.7 and Data Tables 7.6.1 thru 7.6.7)

NURSES

Nurses (registered nurses and licensed practical nurses) continue to represent the largest category of local agency staff (27% of the local public health agency workforce) with a total of 813. There are an additional 49 registered nurses that serve as administrator for their agency. Of the 813 with nursing as their primary focus, 85% are registered nurses and 15% are licensed practical nurses. Seventy-six percent (76%) work full time. Thirty-six of the registered nurses (5%) are working toward a higher degree. Sixty-six percent (66%) of all full-time RNs are reportedly practicing population-based public health nursing. Twenty-nine percent (29%) of the RNs and 16% of the LPNs have successfully completed training on the Incident Command System. (See Graphs 7.7.1.1 thru 7.8.1.3 and Data Tables 7.7.1.1 thru 7.8.1.3)

Ninety percent (90%) of agencies pay their full-time registered nurses an average annual salary of $30,000 or more (up from 78% in 2004) and 10% pay between $20,000 and $29,999. (See Graph 7.7.7 and Data Table 7.7.7)

Fifty-five percent (55%) of agencies have licensed practical nurses (LPNs) on staff. LPNs make up 4% of the local public health workforce. Earnings by full-time LPNs are mainly (82%) in the range from $20,000 to $29,999. (See Graphs 7.8.1 thru 7.8.2 and Data Tables7.8.1 thru 7.8.2)

ENVIRONMENTAL PUBLIC HEALTH SPECIALISTS

Most agencies (90%) have environmental public health specialists on staff. This group represents the third largest category of local agency staff after nurses and clerical workers (12% of local public health workforce), with a total of 379. Eighty-three percent (83%) of environmental public health specialists work full time. More agencies (59%) pay environmental staff an average annual salary between $30,000 and $39,999; 28% pay in the range from $20,000 to $29,999. Sixty-seven (67) environmental health workers (18%) are reportedly state certified. Nineteen (19) environmental health workers (5%) reportedly have national registration and 198 environmental health workers (52%) have successfully completed training on the Incident Command System. (See Graphs 7.9.1 thru 7.9.5 and Data Tables 7.9.1 thru 7.9.5.2)

NUTRITIONISTS

Eighty-two (82) local public health agencies employ 98 nutritionists (3% of local agency workforce). Fifty-nine percent (59%) of staff in these positions work full time. Fifty-one percent (51%) of full-time nutritionists earn an average annual salary range in the range $30,000 to $39,999, 14% earn more than $40,000 annually, and 35% earn in the range from $20,000 to $29,999. (See Graphs 7.10.1 thru 7.10.3 and Data Tables 7.10.1 thru 7.10.3)

DIETICIANS

Twenty-six (26) local public health agencies employ dieticians, 55% of which work full time. Ninety-four (94%) are registered dieticians. The majority (83%) of full-time dieticians earn an average annual salary in the range from $30,000 to $39,999. (See Graphs 7.11.1 thru 7.11.4 and Data Tables 7.11.1 thru 7.11.4)

HEALTH EDUCATORS

Only (47%) of local public health agencies employ individuals as health educators. Seventy-one percent (71%) of the 82 health educators work full time. Ten of the 82 (12%) are Certified Health Education Specialists. Thirty percent (30%) of full-time health educators earn an average annual salary between $20,000 and $29,999, 47% earn between $30,000 and $39,999, and the remainder earn over $40,000. (See Graphs 7.12.1 thru 7.12.4 and Data Tables 7.12.1 thru 7.12.4)

SOCIAL WORKERS

Eighteen (18) local public health agencies employ social workers. Of the 26 employed, 69% work full-time. Ten social workers (38%) are licensed. More social workers (54%) earn an average annual salary in the range from $30,000 to $39,999, 23% earn between $20,000 and $29,999, and the remainder (23%) earn over $40,000. (See Graphs 7.13.1 thru 7.13.4 and Data Tables 7.13.1 thru 7.13.4)

SUPPORT STAFF

Clerical support staff makes up 24% of local agency workforce, the second largest category. The 725 individuals (up from 689 in 2004) are primarily full-time employees (87%) and are the lowest paid. Thirty percent (30%) of full-time clerical workers earn an average annual salary less than $20,000; 65% earn in the range $20,000 to $29,999. Sixteen percent (16%) of clerical support staff have successfully completed training on the Incident Command System. (See Graphs 7.14.1 thru 7.14.4 and Data Tables 7.14.1 thru 7.14.4)

EPIDEMIOLOGY SPECIALISTS

Twenty-three (23) local public health agencies employ Epidemiology Specialists; all of them work full time. Twenty-seven percent (27%) earn an average annual salary in the range from $30,000 to $39,999, the rest earn over $40,000. Seventy-nine percent (79%) of Epidemiology Specialists have successfully completed training on the Incident Command System. (See Graphs 7.15.1 thru 7.15.4 and Data Tables 7.15.1 thru 7.15.4)

EMERGENCY RESPONSE PLANNERS

Thirty-four (34) agencies employ emergency response planners; 91% are employed full time. Ninety-four percent (94%) of the emergency response planners have successfully completed training on the Incident Command System. Emergency response planners mainly (73%) earn average annual salaries in the range from $40,000 to $54,999; 23% earn in the $30,000 to $39,999 range. (See Graphs 7.16.1 thru 7.16.4 and Data Tables 7.16.1 thru 7.16.4)

PHYSICIANS AND DENTISTS

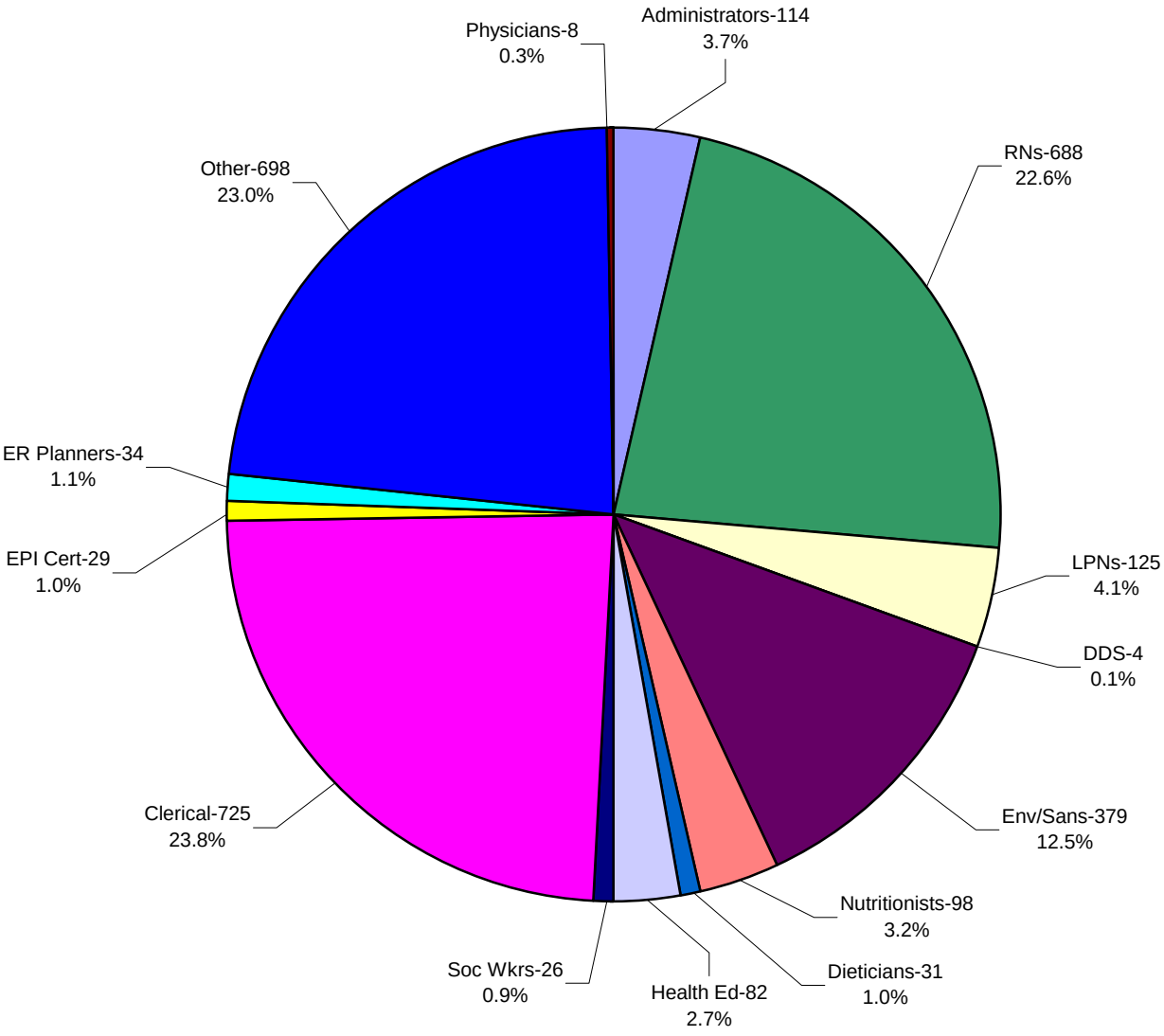
Fourteen (14) local public health agencies have a total of 18 physicians on staff. Only 2 of the 8 physicians works full time. An additional 153 physicians are available as consultants for local public health agencies. Forty-five percent (45%) work as volunteers.

Only 4 dentists are paid employees of local public health agencies, 3 of which work full time. An additional 27 dentists provide services for local public health agencies primarily (56%) as volunteers. (See Graph 7.17.1 & 7.17.2.3 and Data Tables 7.17.1 thru 7.17.2.3)

OTHER LOCAL PUBLIC HEALTH AGENCY STAFF

Over half (65%) of local agencies employ staff in positions other than those described above. Other staff makes up 23% of local public health agency workforce. Various categories of other staff include animal control officers, homemaker aides, janitorial staff and information technologists. (See Graph 7.18.1 & 7.18.1.1 and Data Tables 7.18.1 & 7.18.1.1)

Total Local Public Health Agencies
Public Health Staff Percentages - 2005-2006



CHAPTER 2

II. VARIATION IN LOCAL PUBLIC HEALTH AGENCY WORKFORCE BY SIZE OF POPULATION SERVED - 2005

Forty-four percent (44%) of Missouri's local public health agency workforce is employed in the 13 public health jurisdictions that serve populations greater than 80,000. The remaining 101 agencies employ the rest (56%). The largest agencies are most likely to employ staff in full-time positions. Ten percent (10%) of the largest agencies' staff works part time while 37% of the staff in the smallest agencies is employed part time. Agencies serving populations of 20,001-40,000 had a higher turnover rate, with 19% of their staff hired in the last year. Agencies serving other population sizes hired from 12% to 13% of their staff during the past year. (See Graph 7.1 & 7.2 and Data Table 7.1 & 7.2)

BENEFITS FOR LOCAL PUBLIC HEALTH WORKFORCE

Most agencies (85% of smallest to 100% of largest) contribute to health insurance benefits for staff. However, of agencies serving populations greater than 80,000, 77% also contribute to dental insurance coverage; only 15% of agencies serving populations 20,000 or fewer are able to do so. Ninety-two percent (92%) of the largest agencies contribute toward life insurance for their staff, while only 67% of the smallest agencies do so. Staff retirement programs are supported by 100% of agencies in both groups that serve populations greater than 40,000. Seventy-six percent (76%) of the smallest agencies contribute toward this benefit, and 77% of agencies that serve populations from 20,001 to 40,000 contribute toward employee retirement. (See Graph 7.3 & 7.4 and Data Tables 7.3 & 7.4)

PROFESSIONAL DEVELOPMENT

Most agencies (89% of the smallest to 100% of both groups that serve populations over 40,000) have staff that participate in computer based training, satellite education programs, and other continuing education. Agencies serving populations over 80,000 are more likely than those is other groups to have staff participating in college courses as a means of professional development; 69% of agencies in this group utilize college courses compared to 42% to 50% of agencies in groups that serve other sizes of population. (See Graph 7.5.2 and Data Table 7.5.2)

ADMINISTRATORS

Over half (55%) of administrators in agencies that serve populations 20,000 or fewer are registered nurses. Nurses also fill the role as administrator in 50% of agencies that serve populations from 40,001 to 80,000. No agencies that serve populations greater than 80,000 have nurses as their administrator. (See Data Table 7.6.1)

The percentage of time spent on administrative activities increases in agencies serving larger populations. Eleven of the 13 administrators (85%) in the largest agencies spend all of their time on administration. Ninety-four percent (94%) of administrators in agencies serving populations from 40,001 to 80,000, 50% of administrators in agencies serving populations from 20,001 to 40,000, and only 42% of administrators in agencies serving populations 20,000 or fewer spend all of their time managing people and activities within their organization. A smaller percentage (49%)of the administrators in agencies serving in the agencies serving less than 20,000 population have successfully completed training on the Incident Command System, while

in the other three population size categories, 70% to 94% of the administrators have successfully completed that training. (See Graphs 7.6.3 & 7.6.3.2 and Data Tables 7.6.3 & 7.6.3.2)

Educational levels of administrators are highest in the largest agencies. Eighty-five percent (85%) of administrators in agencies serving populations over 80,000 have a master's or doctorate degree. The percentage of administrators with a bachelor's degree or above decreases from 100% in agencies serving populations greater than 80,000, and 88% in agencies serving populations from 40,001 to 80,000, down to 56% in agencies serving populations 20,000 or fewer. Twenty-four percent (24%) of administrators in agencies serving populations 20,000 or fewer, and 27% of administrators in agencies serving populations from 20,001 to 40,000 have high school as their highest graduation level. Seven percent (7%) and 13% of administrators in these respective groups are currently working towards a baccalaureate degree. (See Graph 7.6.4 and Data Table 7.6.4 & 7.6.6)

Over half (54% to 64%) of all administrators have been in their position 6 years or more. Administrators in the largest agencies were hired more recently; 46% have spent 5 years or less in their position. (See Graph 7.6.5 and Data Table 7.6.5)

Annual salary earned by an administrator increases with the size of population served by the agency. A majority (85%) of administrators in agencies serving populations greater than 80,000, earn an annual salary of $75,000 or more. In agencies that serve populations from 40,001 to 80,000, the majority of administrators (69%) earn from $55,000 to $74,999. More administrators (50%) in agencies serving populations from 20,001 to 40,000 and 55% in agencies that serve populations of 20,000 or fewer earn between $40,000 and $54,999. (See Graph 7.6.7 and Data Table 7.6.7).

NURSES

Registered nurses (RNs) make up approximately 26% of the total staff in agencies within the 3 groups that serve smaller sizes of population, but in agencies that serve populations greater than 80,000, RNs represent only 18% of their workforce. The agencies servicing larger populations are more likely to employ Advanced Practice RNs. Of the 55 Advanced Practice Registered Nurses, 40 are employed in agencies serving 40,000 or more. (See Graphs 7.7.1.l thru 7.7.l.3 and Data Tables 7.7.1.1 thru 7.7.1.3)

There are 24 RNs that are certified by American Nurses Credential Center (ANCC) as Community Health Nurses currently working in local public health agencies. These are evenly distributed among agencies that serve populations up to 40,000 and those serving populations greater than 80,000. Only two certified nurses work in agencies serving populations between 40,001 and 80,000. (See Graph 7.7.3 thru 7.7.6 and Data Table 7.7.4)

A larger percentage (69% to 78%) of RNs working in the 3 groups of agencies that serve smaller sizes of population reportedly are practicing population-based public health nursing. Fifty-four percent (54%) of RNs working in the group of agencies serving populations over 80,000 report that they practice population-based public health nursing. A larger percentage (46%) of RNs working in agencies serving populations over 80,000 have successfully completed training on the Incident Command System, while only 17% to 25% of agencies serving populations in the other three size categories have successfully completed that training. (See Graphs 7.7.3 thru 7.7.6 and Data Tables 7.7.5 & 7.7.6)

Sixty-nine percent (69%) of agencies that serve populations greater than 80,000 pay their full-time registered nurses an average annual salary of $40,000 or more; only 8% of agencies that serve populations of 20,000 or fewer pay nurses in this range. The largest percentage (62% to 84%) of agencies in all population groups under 80,000 pay nurses an average annual salary in the range between $30,000 and $39,999. No agency in the group serving the largest population size pays nurses an average annual salary less than $30,000. However, 6% to 21% of agencies in the groups serving smaller population sizes pay nurses an average annual salary in the lowest range between $20,000 and $29,999. (See Graph 7.7.7 and Data Table 7.7.7)

Sixty-seven percent (67%) of agencies that serve populations greater than 80,000 pay Licensed Practical Nurses (LPNs) an annual average salary within the range between $30,000 and $39,999, however, the majority of agencies (88% or more) in other groups pay LPNs in a lower range between $20,000 and $29,999. LPNs represent 4% of the workforce in the smallest agencies, but only 1% of the workforce in the largest agencies. (See Graphs & 7.8.2 and Data Tables 7.8.1.1 & 7.8.2)

ENVIRONMENTAL SPECIALISTS

More agencies (59%) serving populations of 20,000 or fewer employ environmental specialists part time; in agencies serving populations 40,001-88,000, only 5% of the environmental specialists work part time. Twenty-nine percent (29%) to 33% of agencies that serve populations of 80,000 or fewer pay environmental specialists an average annual salary in the range between $20,000 and $29,999. The majority of agencies (61% to 91%) in all groups pay environmental specialists an average annual salary above $30,000, and 33% of the largest agencies pay in a higher range from $40,000 to $54,999. (See Graphs 7.9.1.1 & 7.9.4 and Data Tables 7.9.1 & 7.9.4)

Sixty-three percent (63%) of environmental specialists working in the group of agencies serving populations over 80,000 have successfully completed training on the Incident Command System, compared to 26% to 37% in the other three groups of agencies. Fifty-one percent (51%) of environmental specialists working in the group of agencies that serve population sizes between 20,001 and 40,000 are state certified; only 10% of those working in the largest agencies are certified. Nationally registered environmental specialists range from 2% to 10% among the 4 groups of agencies. (See Graphs 7.9.3 and 7.9.5 and Data Tables 7.9.3 thru 7.9.5.2)

NUTRITIONISTS

Agencies serving populations of 20,000 or fewer are most likely to hire nutritionists as part-time staff. Seventy-nine percent (66%) of nutritionists in agencies serving populations of 20,000 or fewer work part time compared to approximately 20% in each of the 2 groups of agencies serving populations greater than 40,000. Half (50%) of full time nutritionists working in the smallest agencies earn an average annual salary in the range from $20,000 to $29,999. Eighty-eight percent (88%) of full-time nutritionists in the largest agencies and 60% of those working in agencies that serve populations from 40,001 to 80,000 earn an annual salary in a higher range of $30,000 or more. (See Graphs 7.10.1.1 & 7.10.3 and Data Tables 7.10.1.1 & 7.10.3)

DIETICIANS

Eighty percent (80%) of dieticians working in the largest agencies work in full-time positions. Only eighteen percent (18%) of those working in agencies serving populations of 20,000 or fewer work full-time; while 67% of those working in agencies that serve populations between 20,001 and 40,000 work full time. All dieticians in agencies that serve populations above 20,000 are registered dieticians. Eighty-two percent (82%) of dieticians in the smallest agencies are registered. The majority (67% to 100%) of agencies in each group pay dieticians an average annual salary in the range between $30,000 and $39,999. (See Graphs 7.11.1.1 thru 7.11.4 and Data Tables 7.11.1.1 thru 7.11.4)

HEALTH EDUCATORS

Seventy-seven percent (77%) of the largest agencies have health educators; however, only 40% of agencies that serve populations of 20,000 or fewer have a health educator on staff. Eighty-nine percent (89%) of health educators in the largest agencies work full time, compared to the smallest agencies where only 55% are full time. Over half (60%) of the largest agencies pay full-time health educators an average annual salary over $40,000. More than half (56%) of agencies in group serving populations up to 20,000 pay health educators in the lowest range between $20,000 and $29,999. Half of the 10 health educators that are Certified Health Education Specialists work in the largest agencies. (See Graphs 7.12.1 thru 7.12.4 and Data Tables 7.12.1 thru 7.12.4)

SOCIAL WORKERS

Almost half (46%) of agencies that serve populations greater than 80,000 hire social workers, but only 7% of the smallest agencies have them. Thirty-six percent (36%) to 100% of social workers in the 3 groups of agencies that serve populations over 20,001 are licensed, while 20% in the smallest agencies are. (See Graphs 7.13.1 & 7.13.4 and Data Tables 7.13.1 & 7.13.4)

SUPPORT STAFF

Support staff account for 30% of total workforce in agencies that serve populations between 20,001 and 40,000, and also 30% of total workforce in agencies that serve populations between 40,001 and 80,000. Only 21% of workforce in the largest agencies is comprised of support staff. Twenty-three percent (23%) of the support staff in the largest agencies have successfully completed training on the Incident Command System, compared to 10% to 13% of support staff in the other three groups of agencies who have successfully completed that training. As with most other categories of staff, more agencies that serve populations greater than 80,000 pay support staff an average annual salary in a higher range. Seventy-seven percent (77%) of the largest agencies pay in the range between $20,000 and $29,999 and 15% of them pay over $30,000. Between 27% and 40% of agencies in the other 3 groups of agencies pay support staff in the lowest range below $20,000. (See Graph 7.14.1.1. thru 7.14.4 and Data Table 7.14.1.1 thru 7.14.4)

EPIDEMIOLOGY SPECIALISTS

One hundred percent (100%) of the largest agencies have epidemiology specialists on staff, but only 5% of the smallest agencies employ them. All of the epidemiology specialists in the agencies serving populations up to 20,000 have successfully completed training on the Incident Command System, with other sizes reporting that from 67% to 80% of the epidemiology specialists have completed that training. (See Graphs 7.15.1 & 7.15.3 and Data Tables 7.15.1 & 7.15.3)

EMERGENCY RESPONSE PLANNERS

Each of the 13 largest agencies has an emergency response planner on staff; only 9% of the smallest agencies employ planners. In the 2 groups of agencies that serve populations over 40,001, each of the planners works full time. In the 2 groups of agencies that serve populations up to 40,000, 60% to 83% of planners work full time. All of the emergency response planners in the agencies serving population sizes of 20,001-40,000 and those serving 80,001 have successfully completed training on the Incident Command System. Eighty percent (80%) of the emergency response planners in the smallest agencies, and 89% of emergency response planners in the agencies serving populations of 40,001-80,000 have successfully completed training on the Incident Command System. (See Graphs 7.16.1 & 7.16.3 and Data Tables 7.16.1 & 7.16.3)

PHYSICIANS

Only two full time physicians are employed in local public health agencies. Each of them works in an agency serving populations greater than 80,000. Six part-time physicians are employed and are distributed among the agencies serving 20,000 or more. Eighty percent (80%) of the agencies serving populations over 80,000 have physicians on retainer. Forty-five percent (45%) of the smallest agencies rely on volunteer physicians. (See Graph 7.17.1 thru 7.17.1.3 and Data Table 7.17.1.1 & 7.17.1.3)

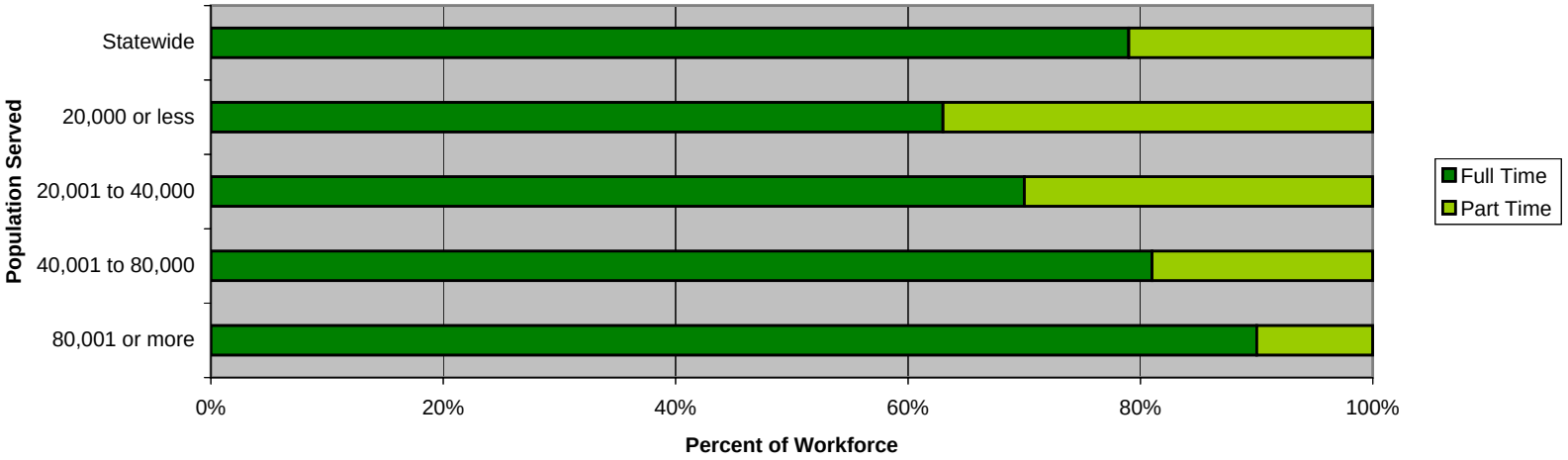
DENTISTS

Only 4 agencies employ dentists to work in public health. Three are full-time dentists who work in agencies that serve populations greater than 80,000. One part-time dentist works in an agency that serves a population between 20,001 and 40,000. The largest agencies have an additional 11 dentists on retainer. The smallest agencies, and those that service populations between 40,001 and 80,000 rely on volunteer dentists. (See Graph 7.17.2 thru 7.17.2.3 and Data Table 7.17.2 thru 7.17.2.3)

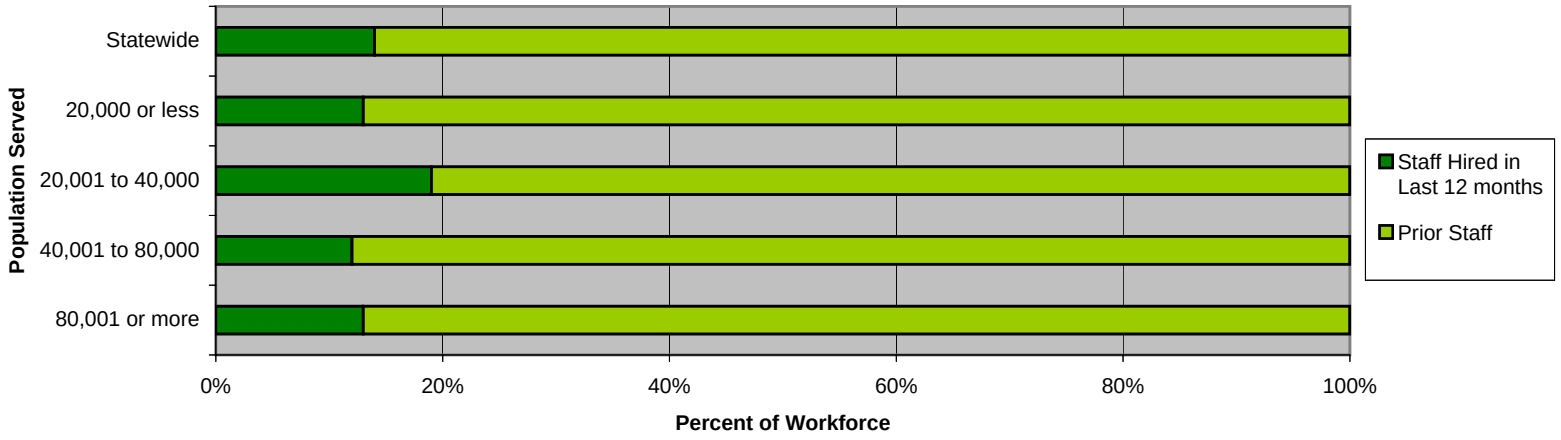
OTHER LOCAL PUBLIC HEALTH AGENCY STAFF

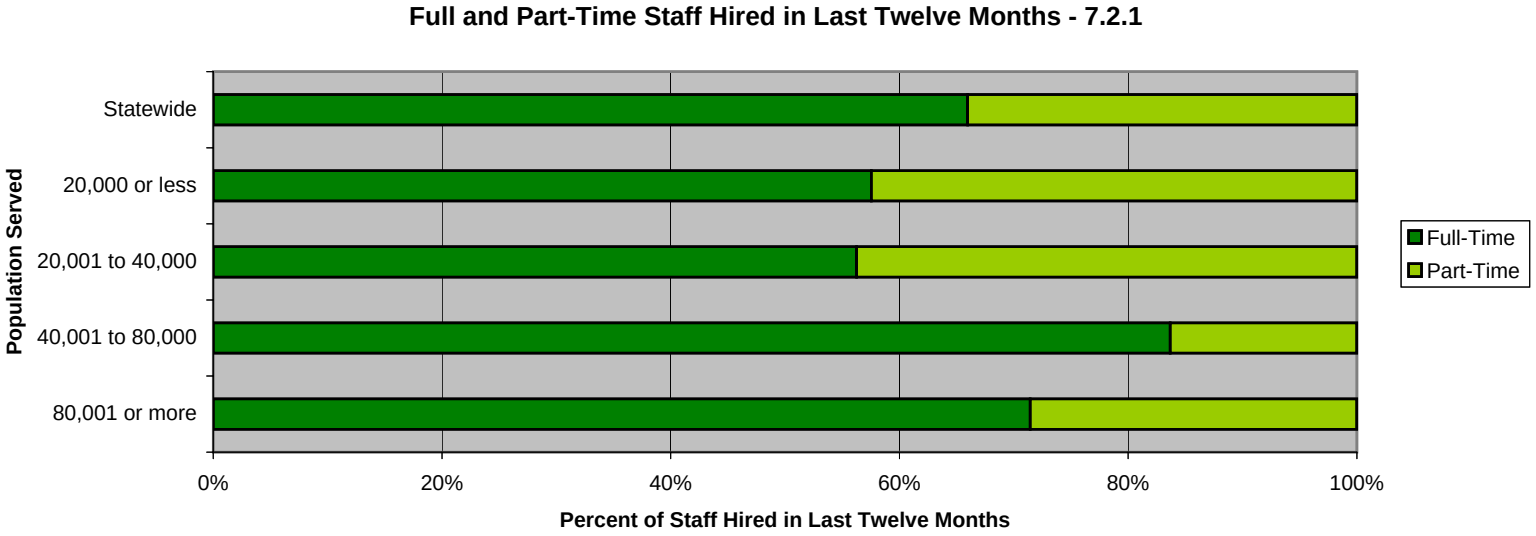
Agencies serving populations greater than 80,000 reportedly have up to 31% of their workforce filling positions other than those described above, compared to agencies serving populations from 40,001 to 80,000 where only 11% of staff fill other kinds of positions. Fifty-nine percent (59%) of the 698 staff reported in the “other” category work in the largest agencies. (See Graph 7.18.1.1 & Data Table 7.18.1.1)

Full and Part-Time Staff - 7.1

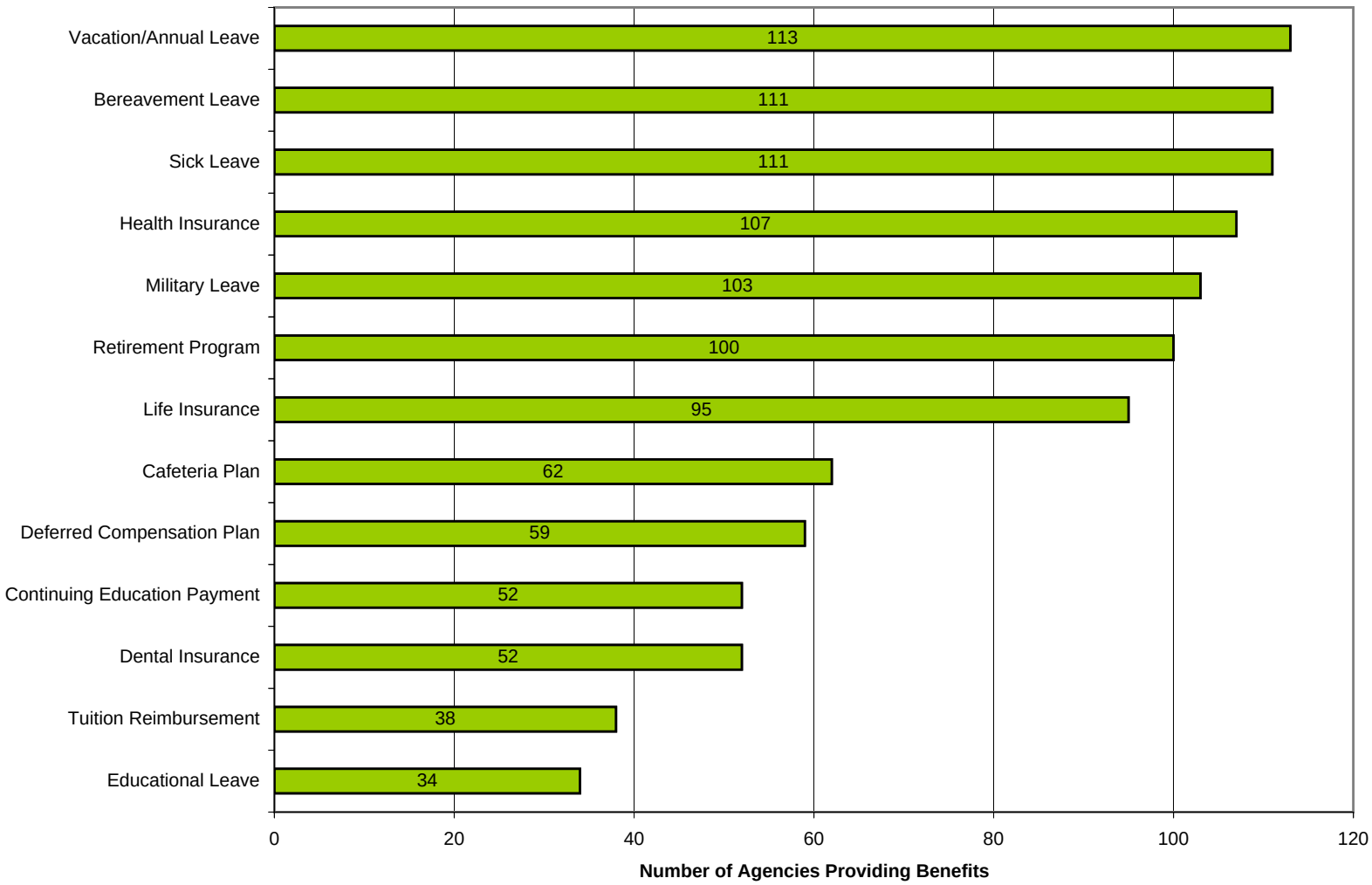


Staff Hired in Last 12 Months - 7.2

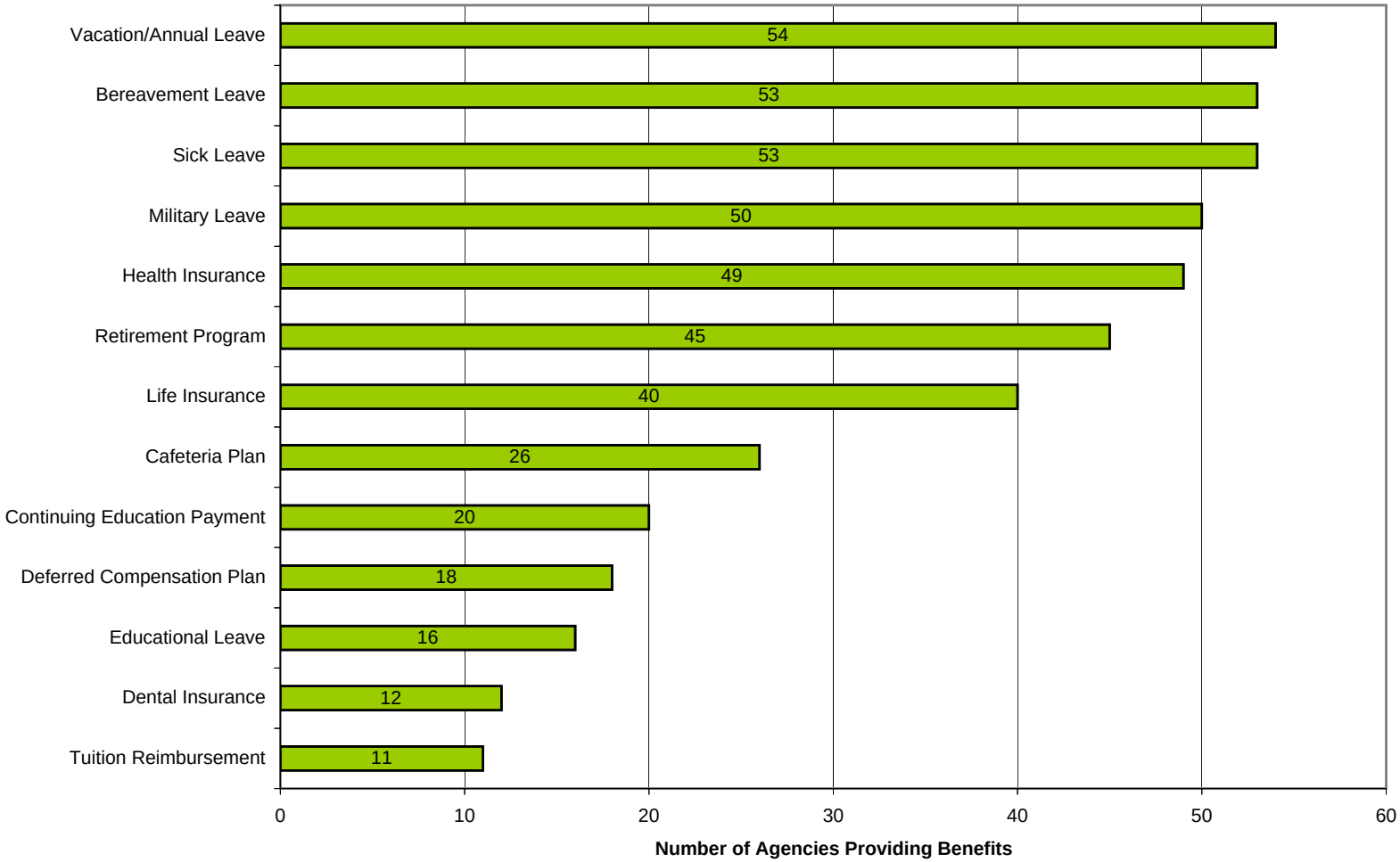



Full and Part-Time Staff Hired in Last Twelve Months - 7.2.1
Population Served
Statewide
20,000 or less
20,001 to 40,000
40,001 to 80,000
80,001 or more
0%
20%
40%
60%
80%
100%
Percent of Staff Hired in Last Twelve Months
Full-Time
Part-Time

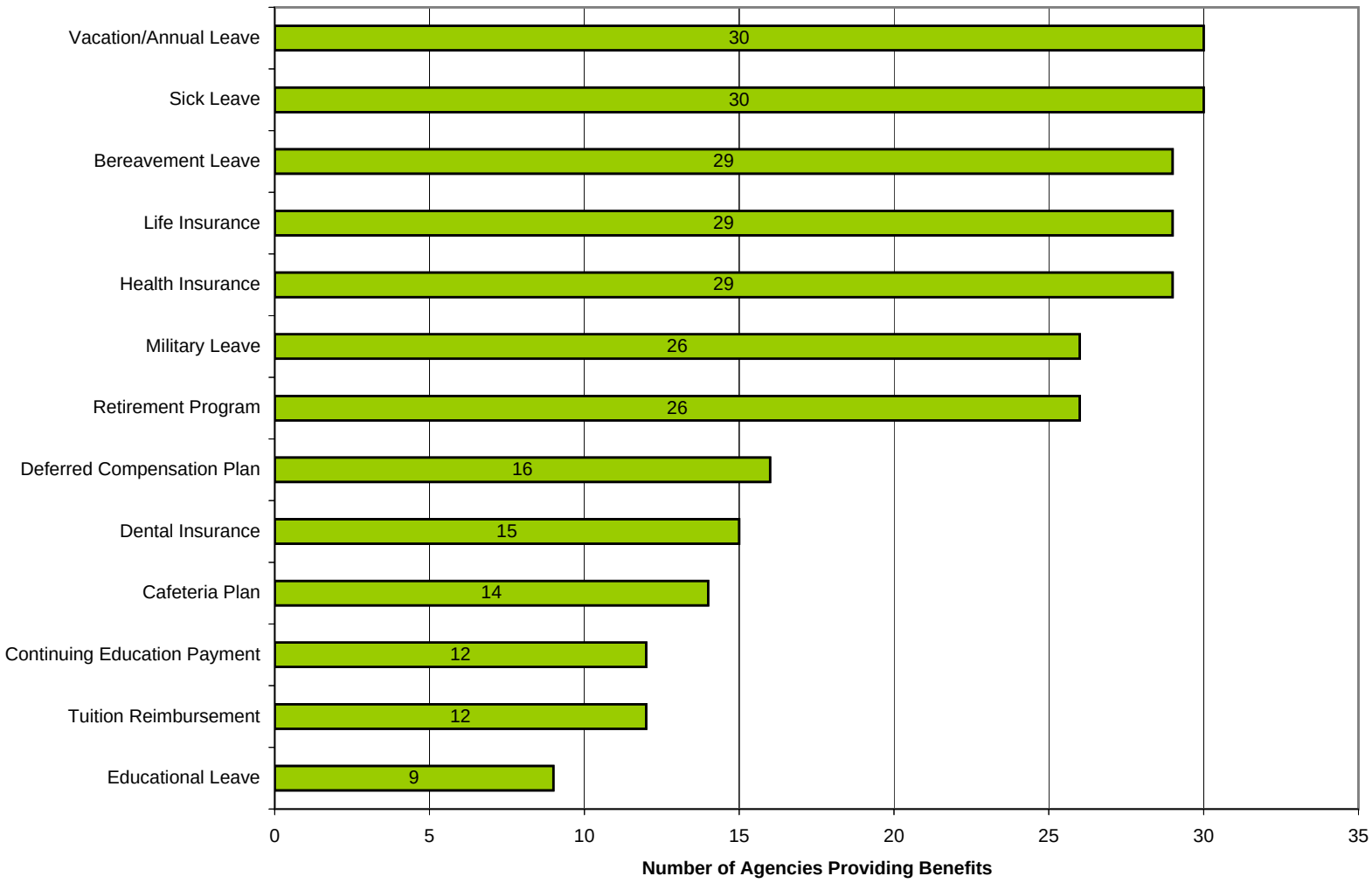
Benefits for Full-Time Employees in Addition to Salary - 7.3
Statewide (114 Agencies)



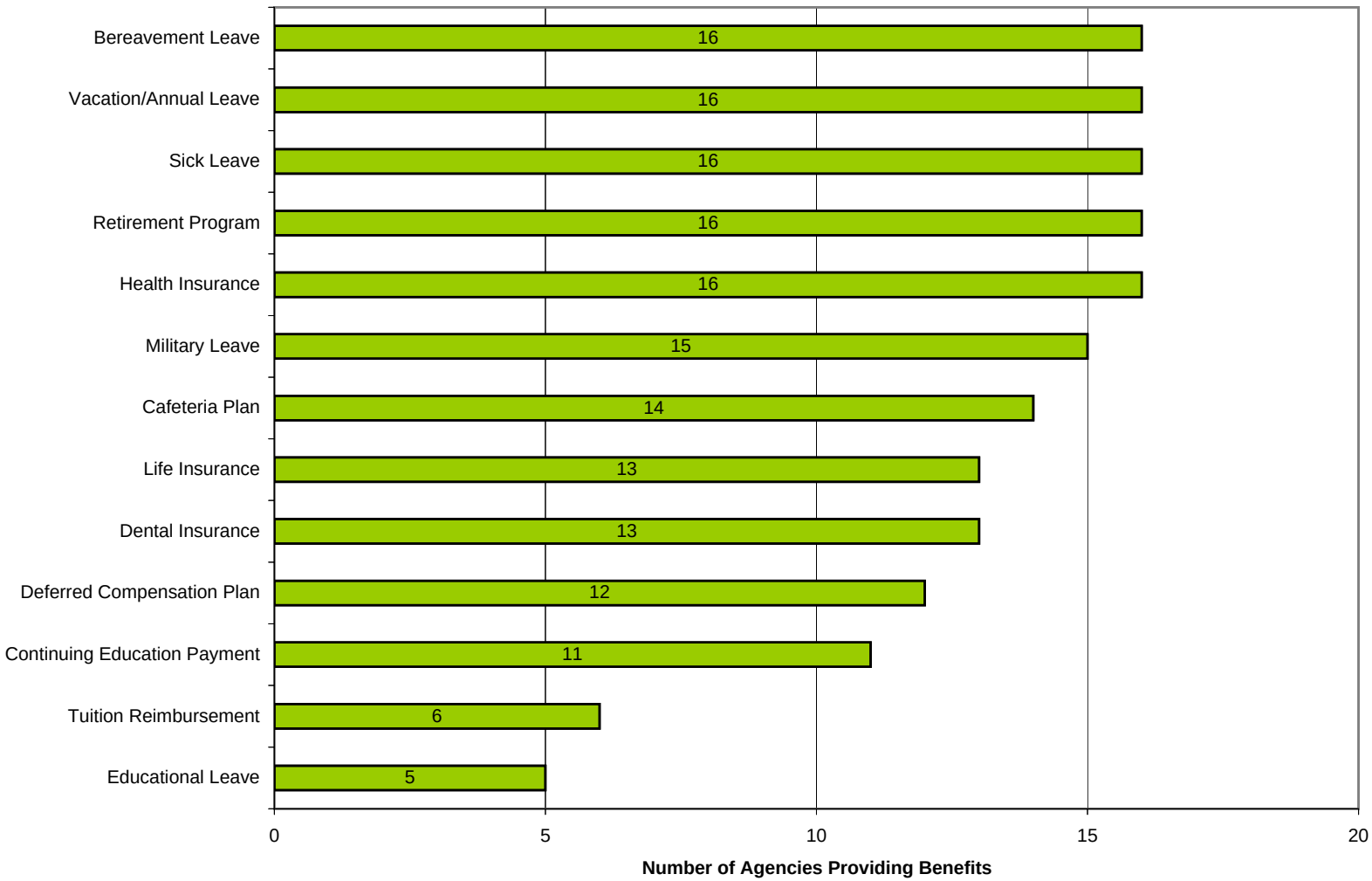
Benefits for Full-Time Employees in Addition to Salary - 7.3
20,000 or less Population (55 Agencies)



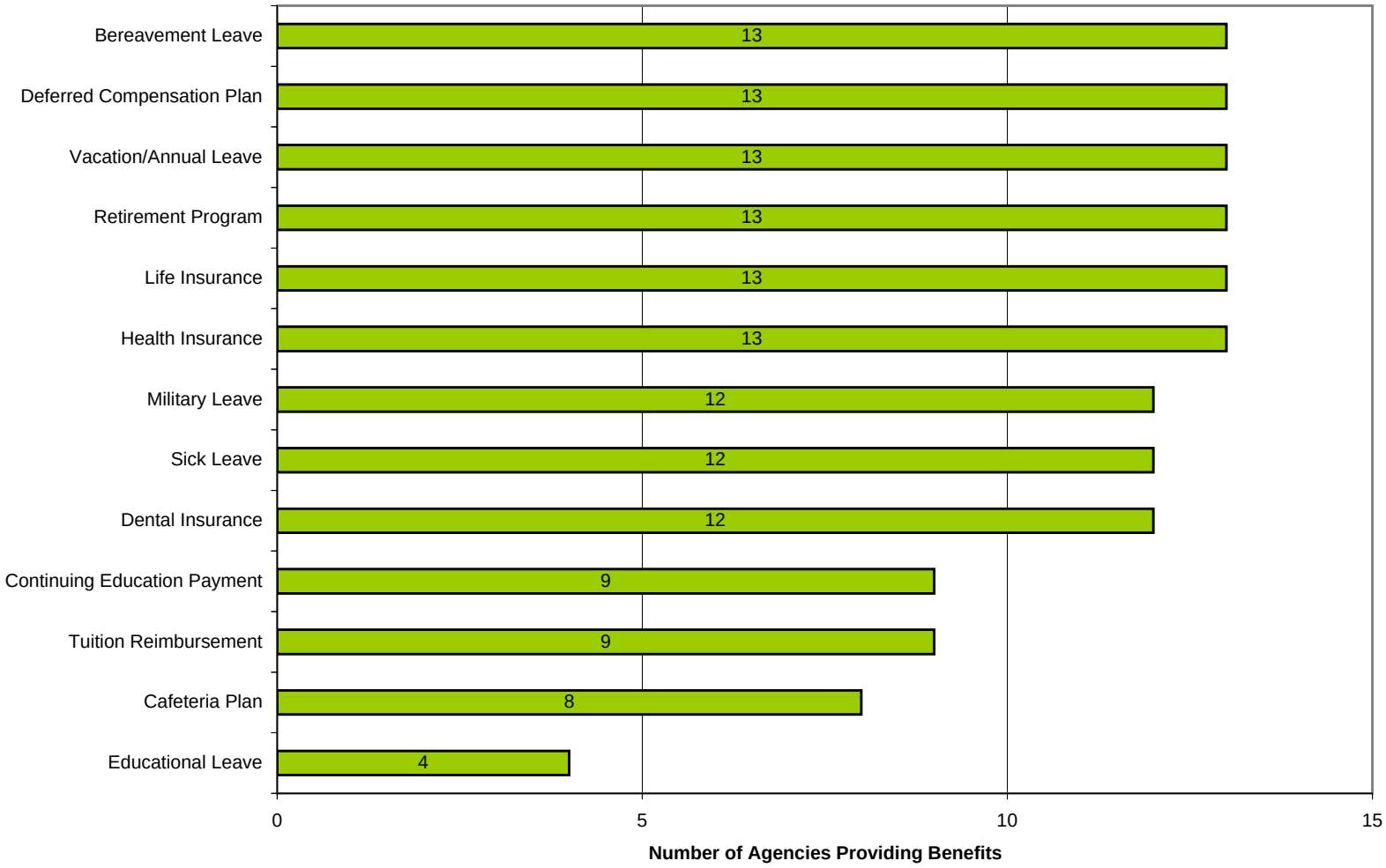
Benefits for Full-Time Employees in Addition to Salary - 7.3
20,001-40,000 Population (30 Agencies)



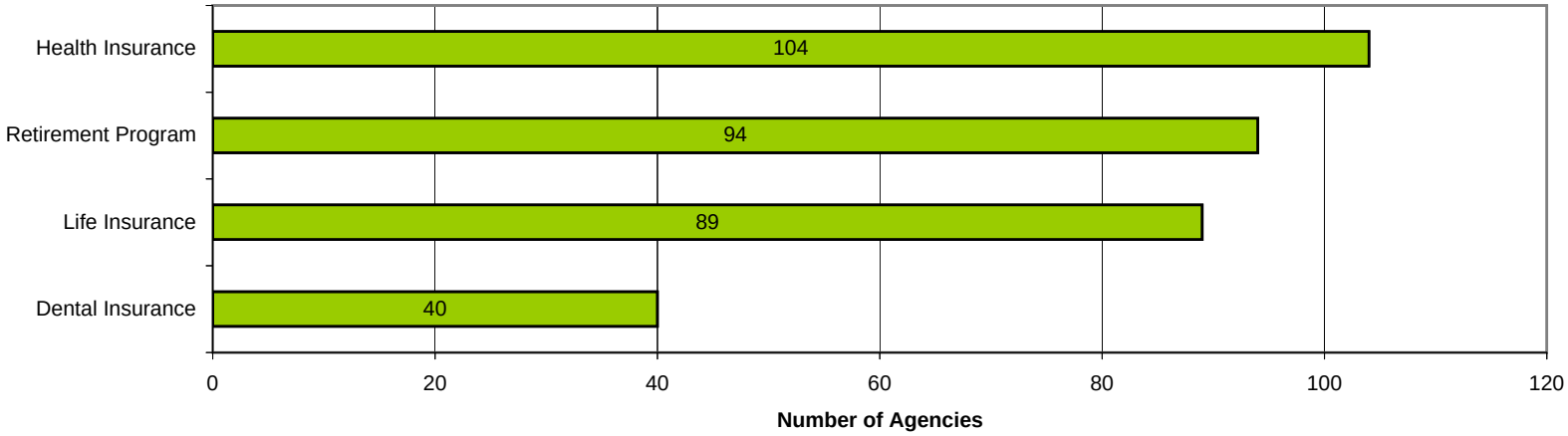
Benefits for Full-Time Employees in Addition to Salary - 7.3
40,001-80,000 Population (16 Agencies)



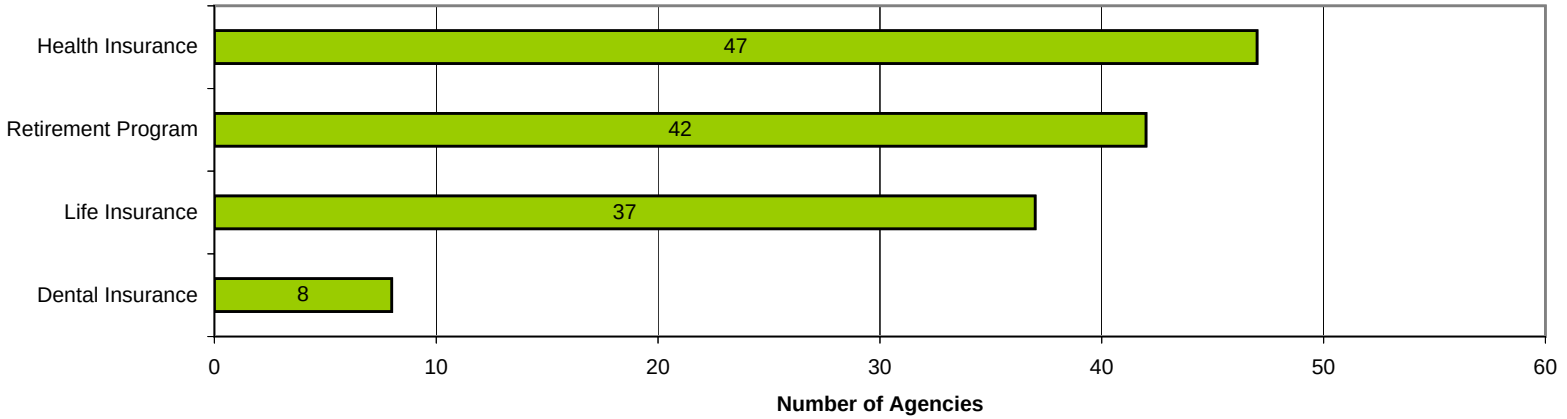
Benefits for Full-Time Employees in Addition to Salary - 7.3
Over 80,001 Population (13 Agencies)



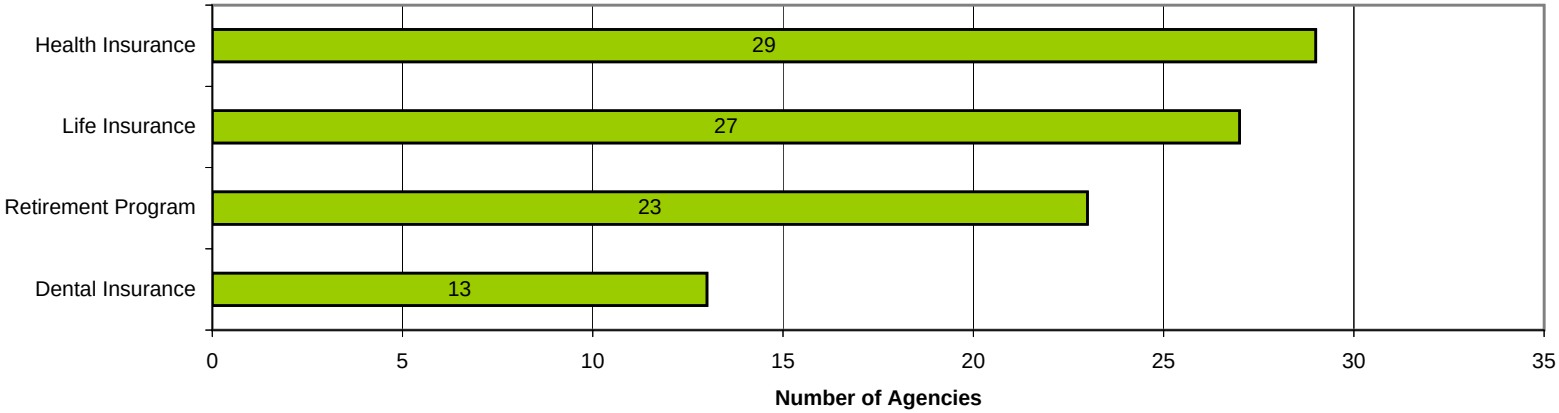
Agency Contributes to Benefits for Full-Time Employees - 7.4
Statewide (114 Agencies)



Agency Contributes to Benefits for Full-Time Employees - 7.4
20,000 or Less Population (55 Agencies)

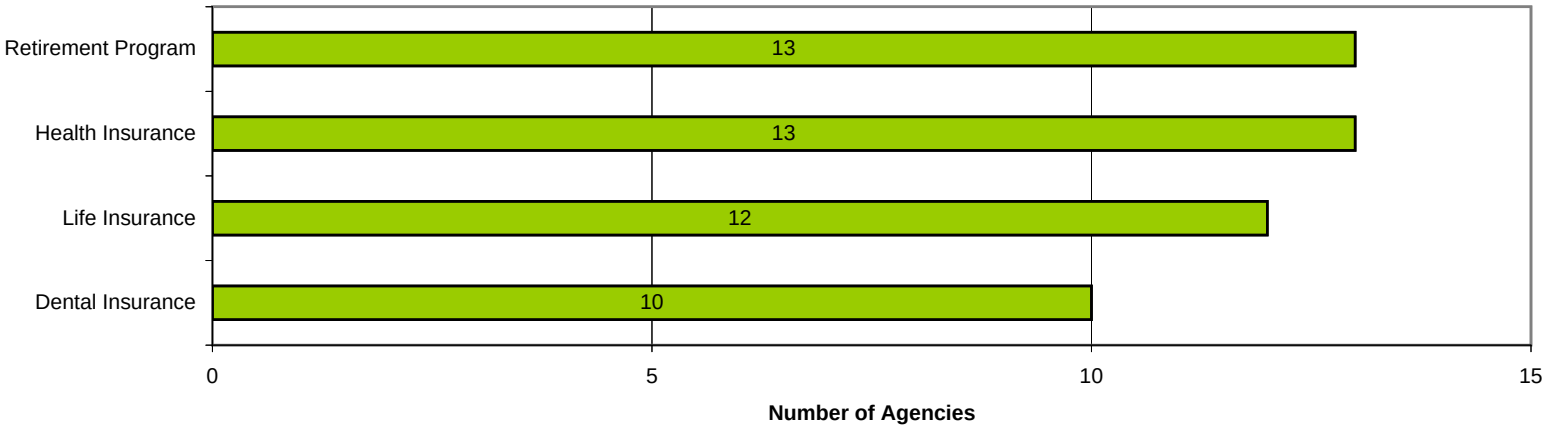


Agency Contributes to Benefits for Full-Time Employees - 7.4
20,001-40,000 Population (30 Agencies)

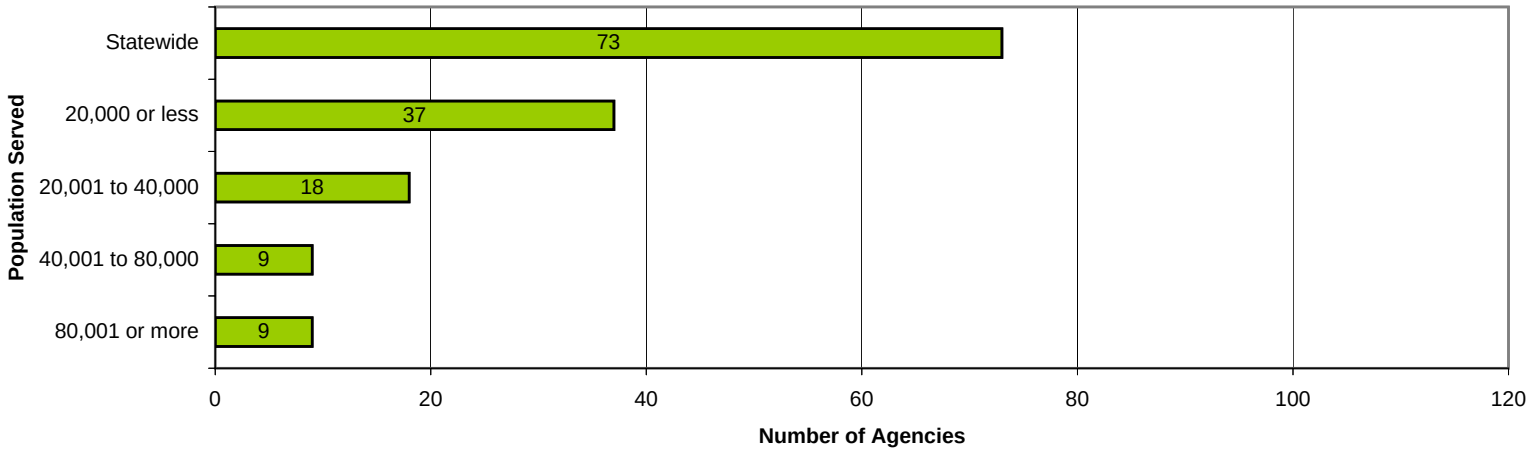


Agency Contributes to Benefits for Full-Time Employees - 7.4
40,001-80,000 Population (16 Agencies)

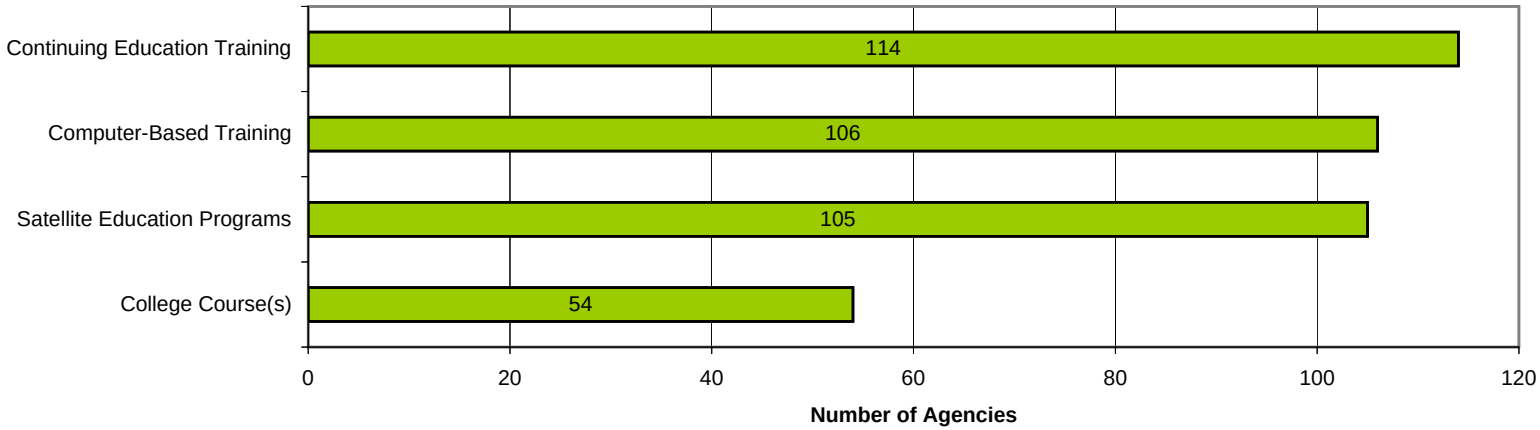
Agency Contributes to Benefits for Full-Time Employees - 7.4
Over 80,001 Population (13 Agencies)



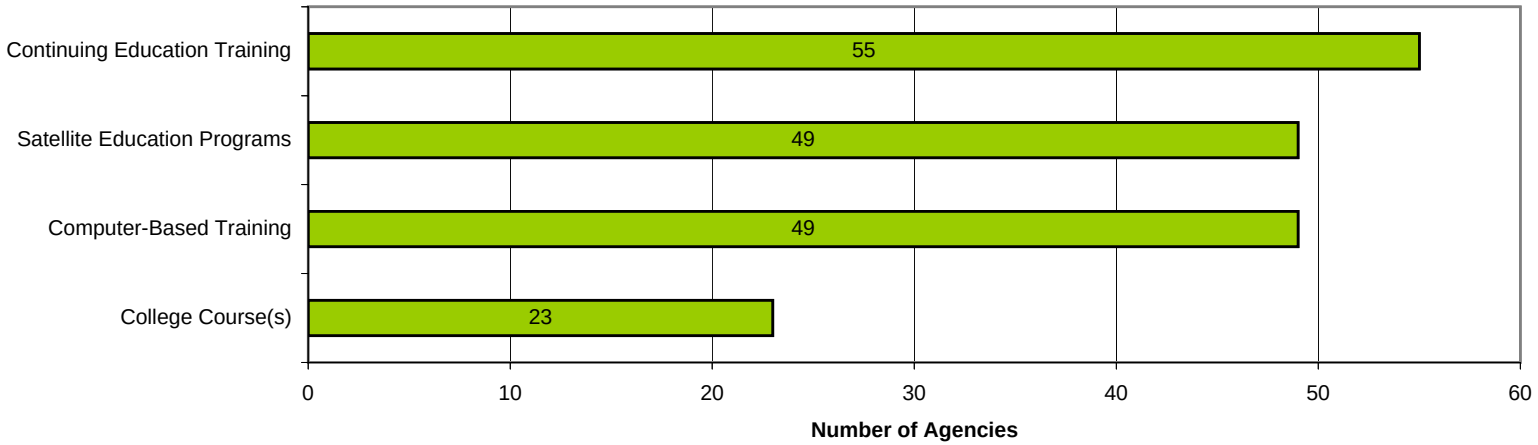
Professional Staff are Required to Participate in Ongoing Continuing Education as a Condition of Employment - 7.5.1



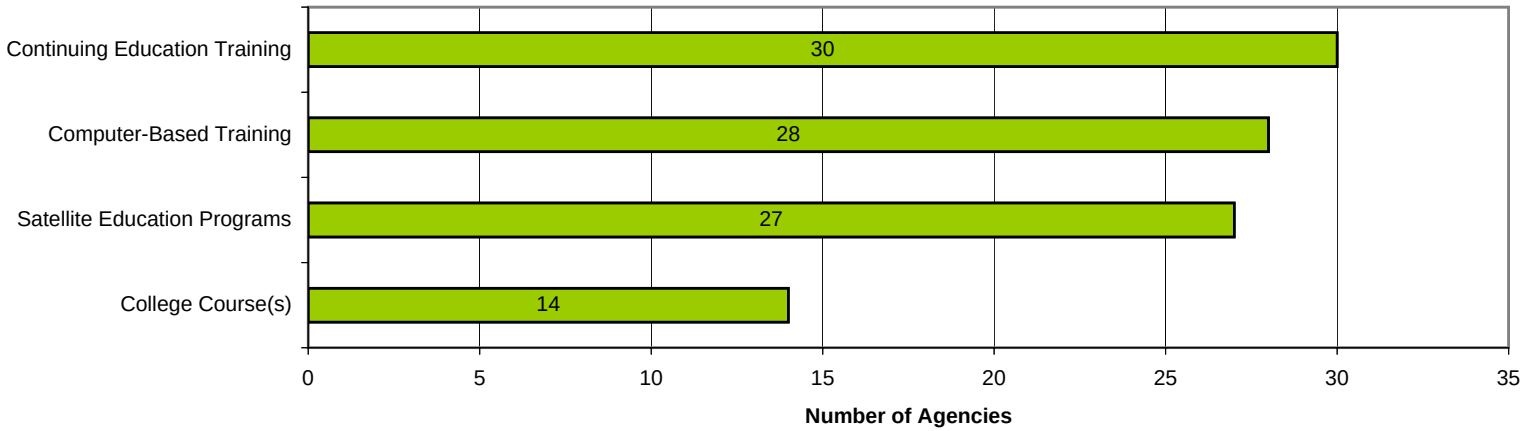
Full/Part-Time Staff Participate in Professional Development Programs - 7.5.2
Statewide (114 Agencies)



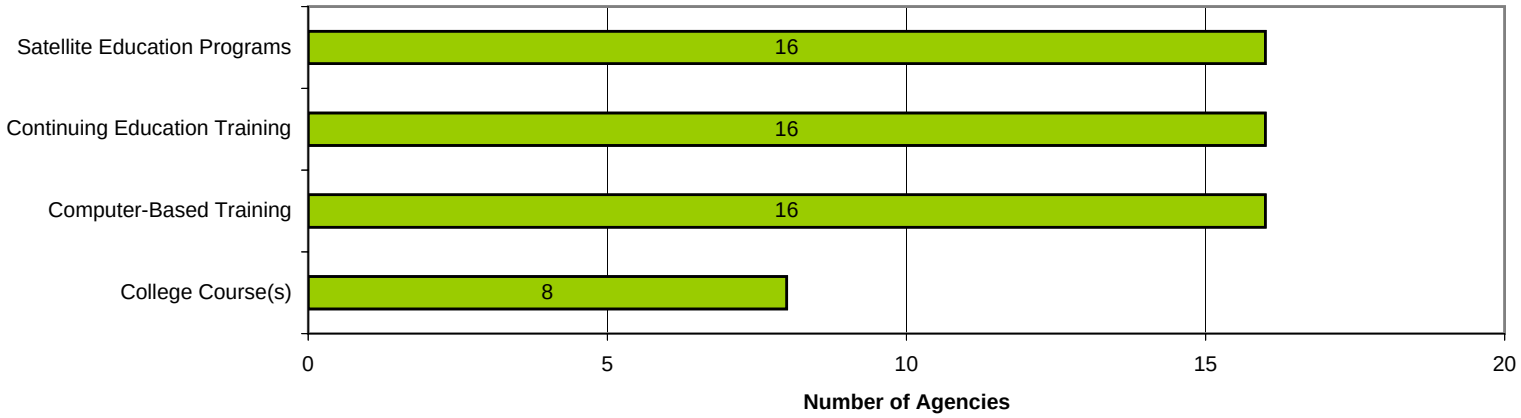
Full/Part-Time Staff Participate in Professional Development Programs - 7.5.2
20,000 or Less Population (55 Agencies)



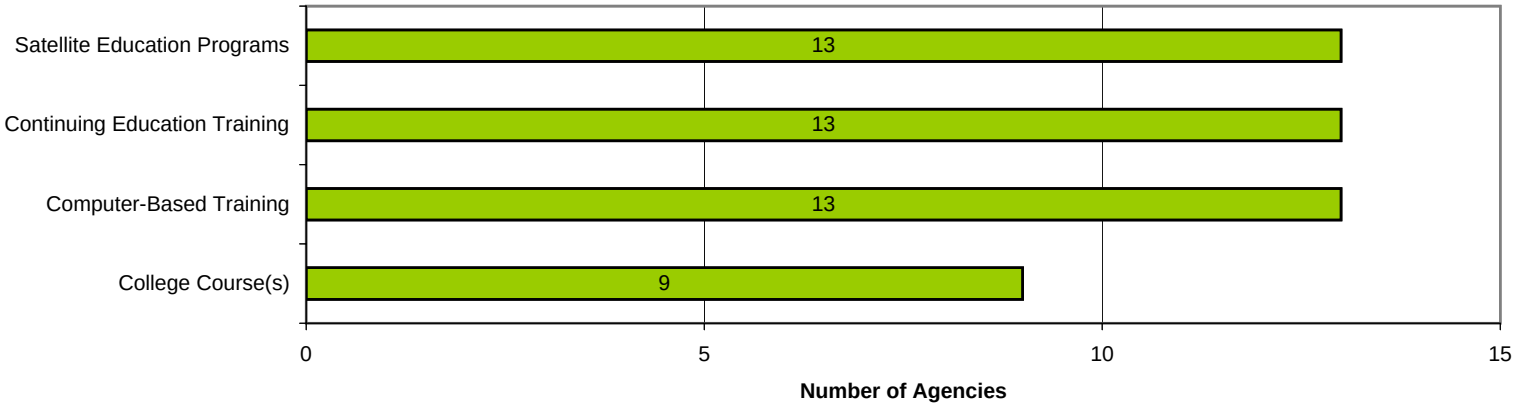
Full/Part-Time Staff Participate in Professional Development Programs - 7.5.2
20,001 - 40,000 Population (30 Agencies)



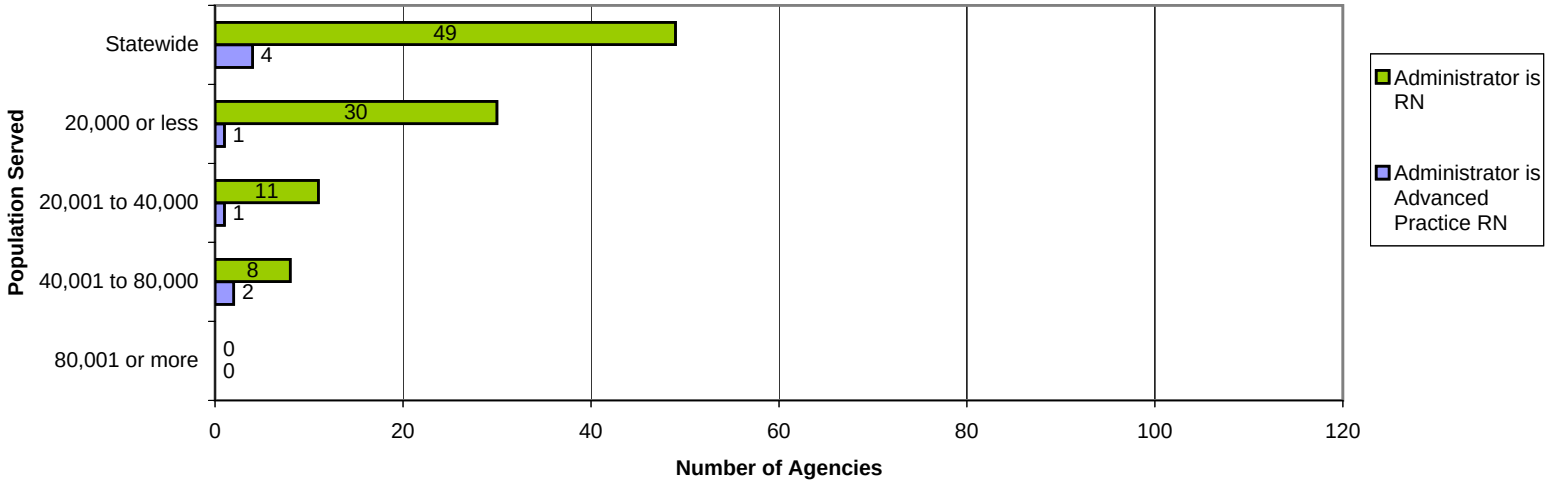
Full/Part-Time Staff Participate in Professional Development Programs - 7.5.2
40,001 - 80,000 Population (16 Agencies)



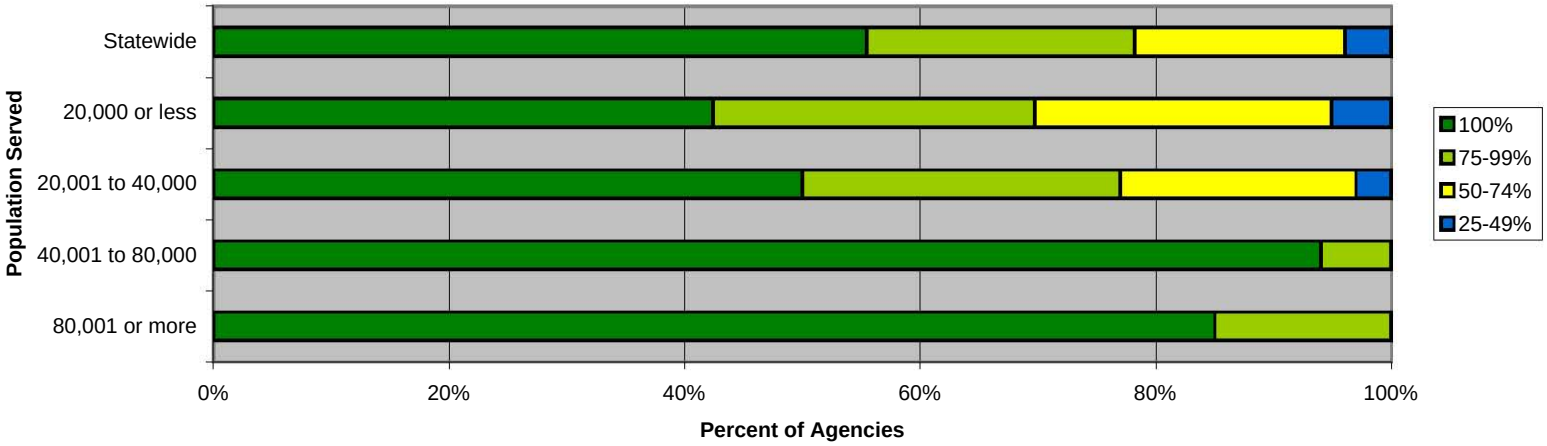
Full/Part-Time Staff Participate in Professional Development Programs - 7.5.2
Over 80,001 Population (13 Agencies)



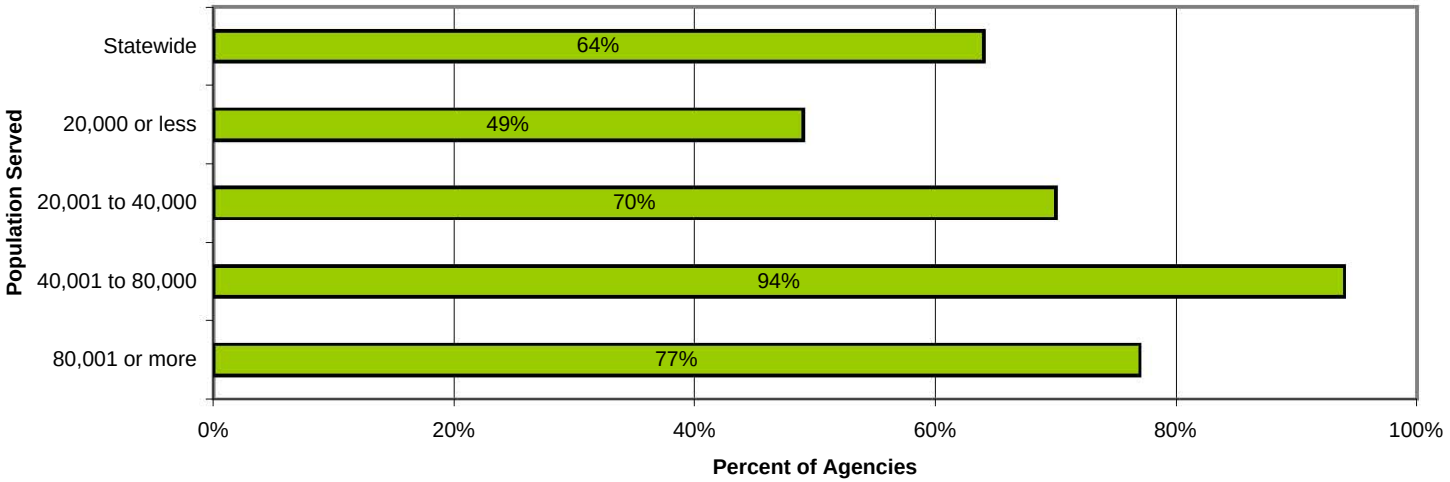
Administrator is a Registered Nurse - 7.6.1



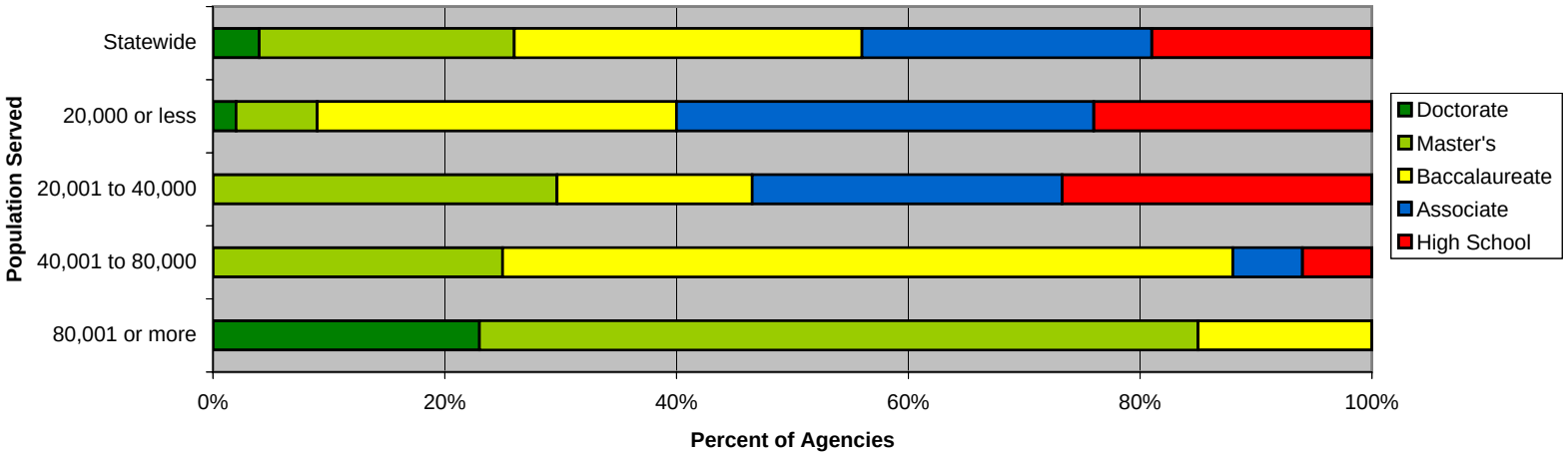
Administrator's Time Devoted to Administrative Duties - 7.6.3



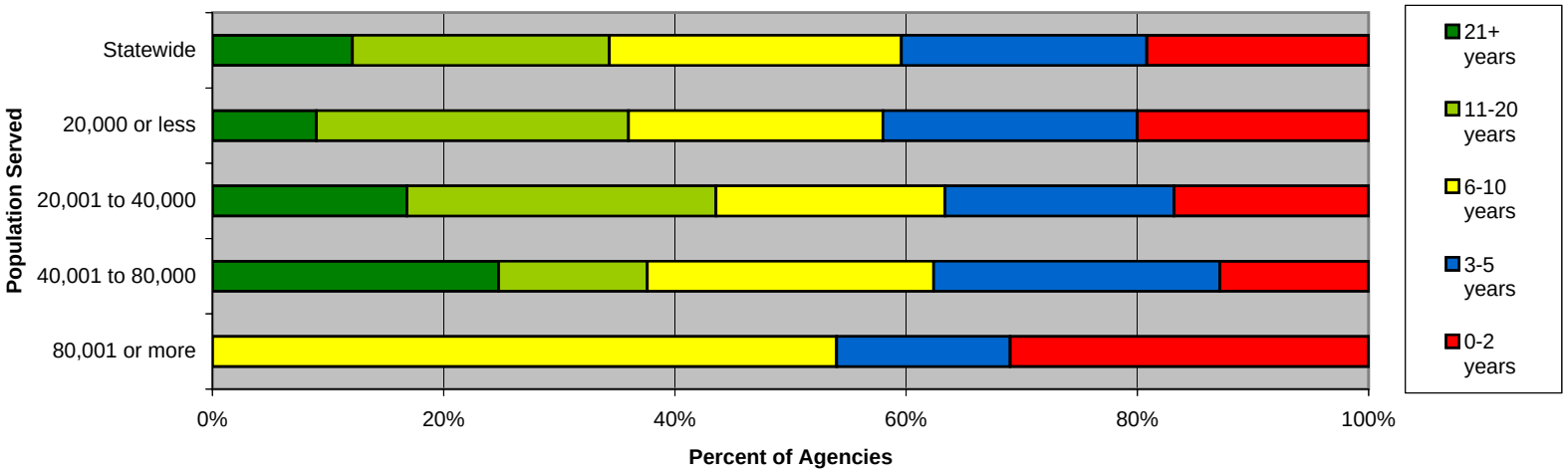
Administrator Has Successfully Completed Training on Incident Command System - 7.6.3.2



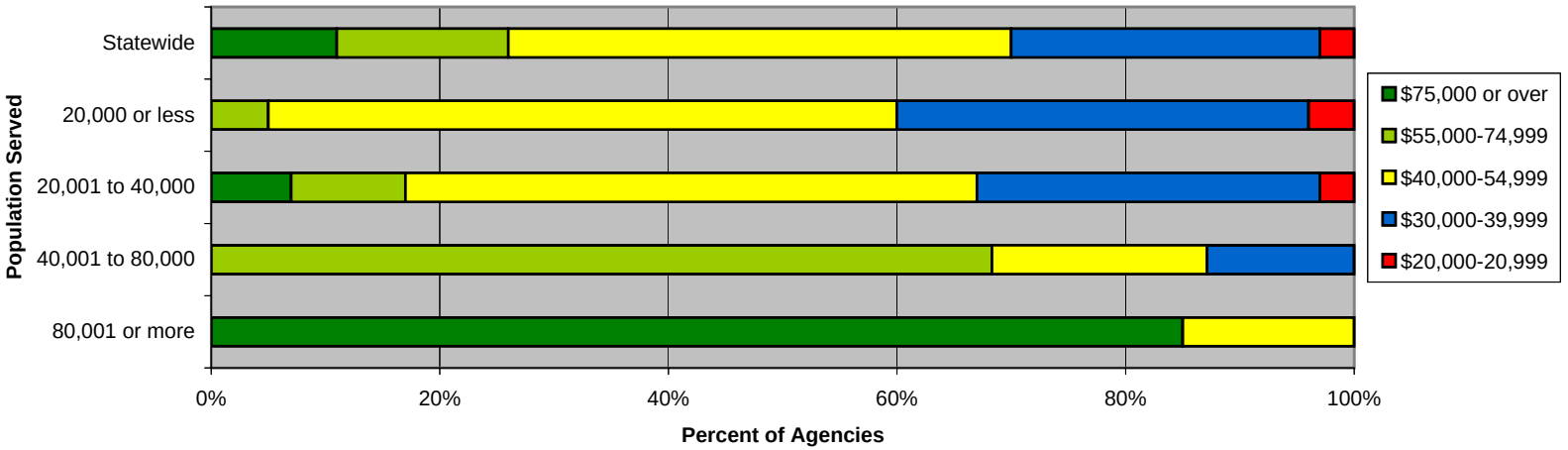
Educational Level of Administrator - 7.6.4



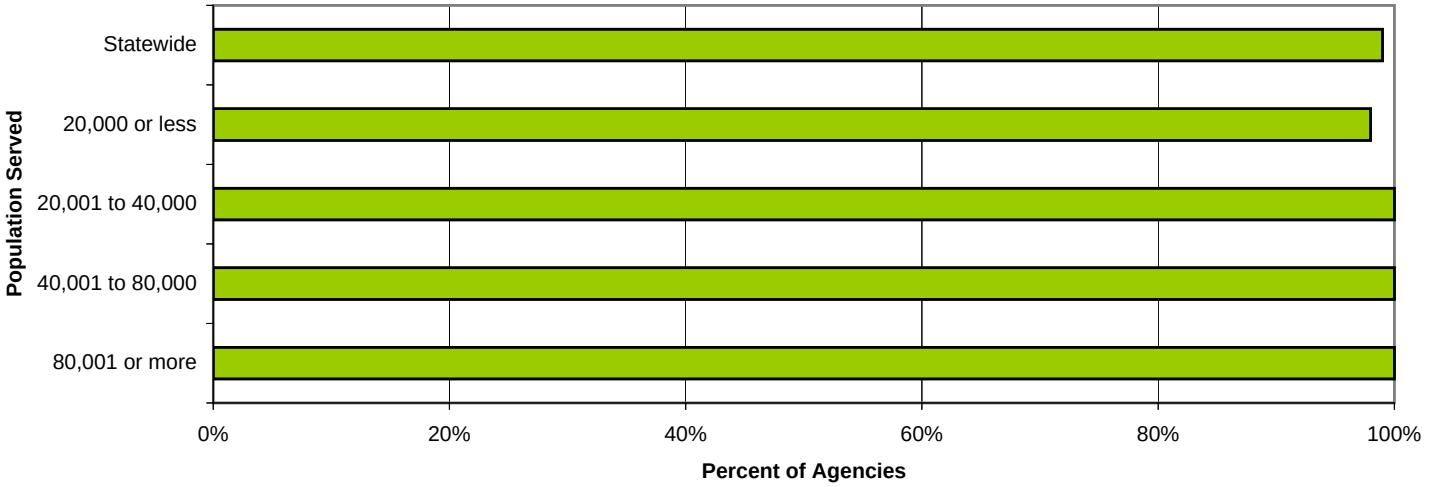
Administrator's Years of Service as Administrator/Director of This Agency - 7.6.5



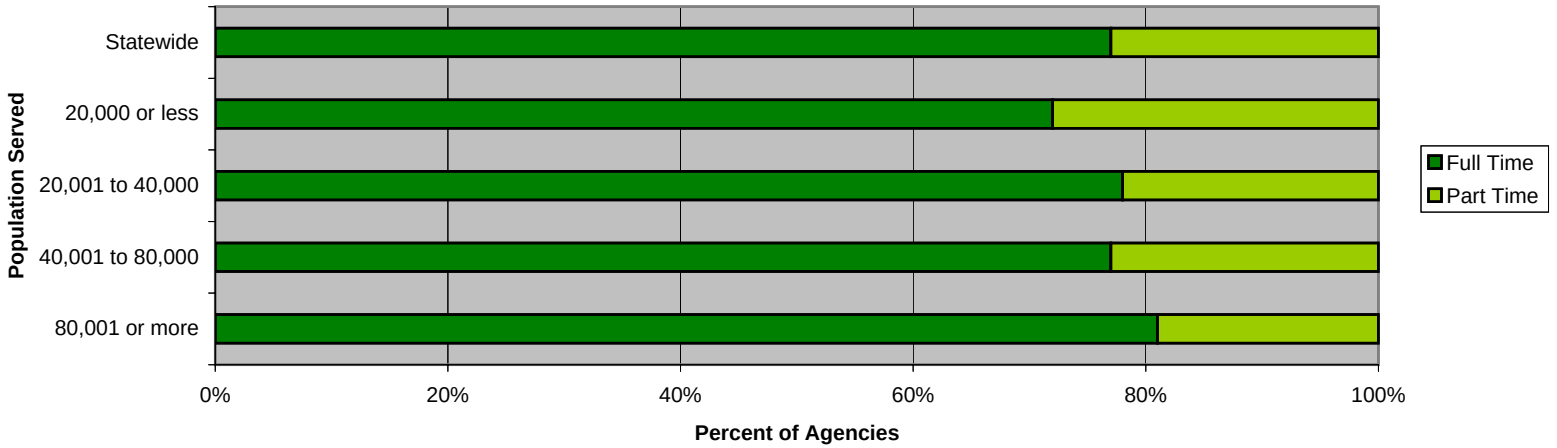
Administrator/Director Salary Level - 7.6.7



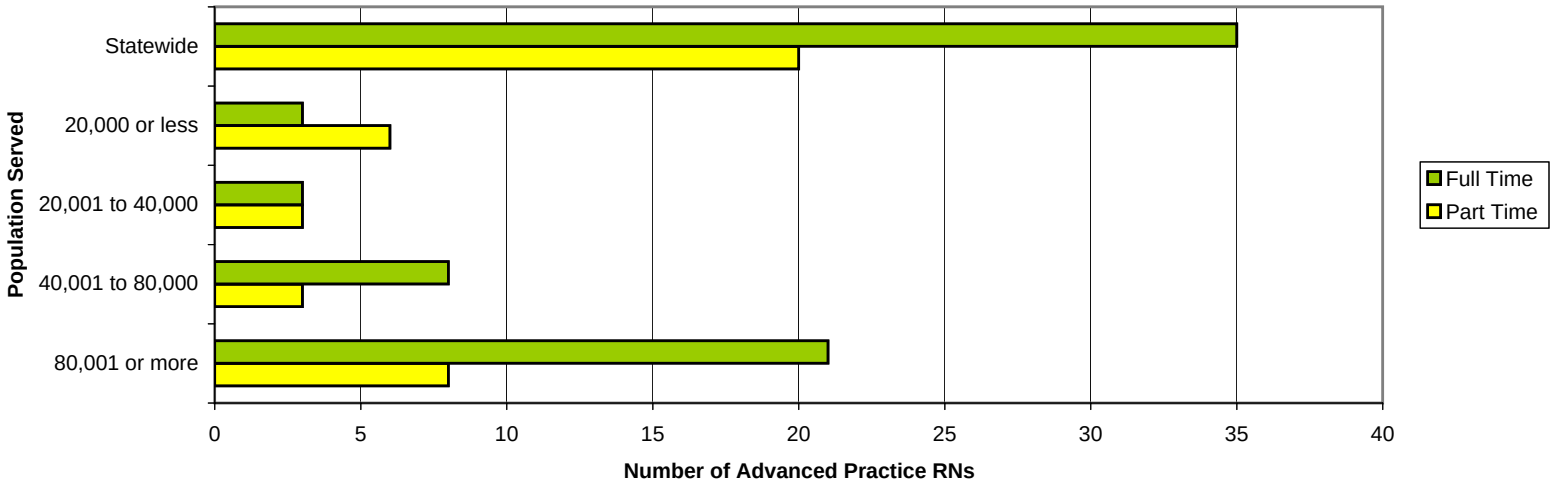
There are Registered Nurses on Staff - 7.7.1

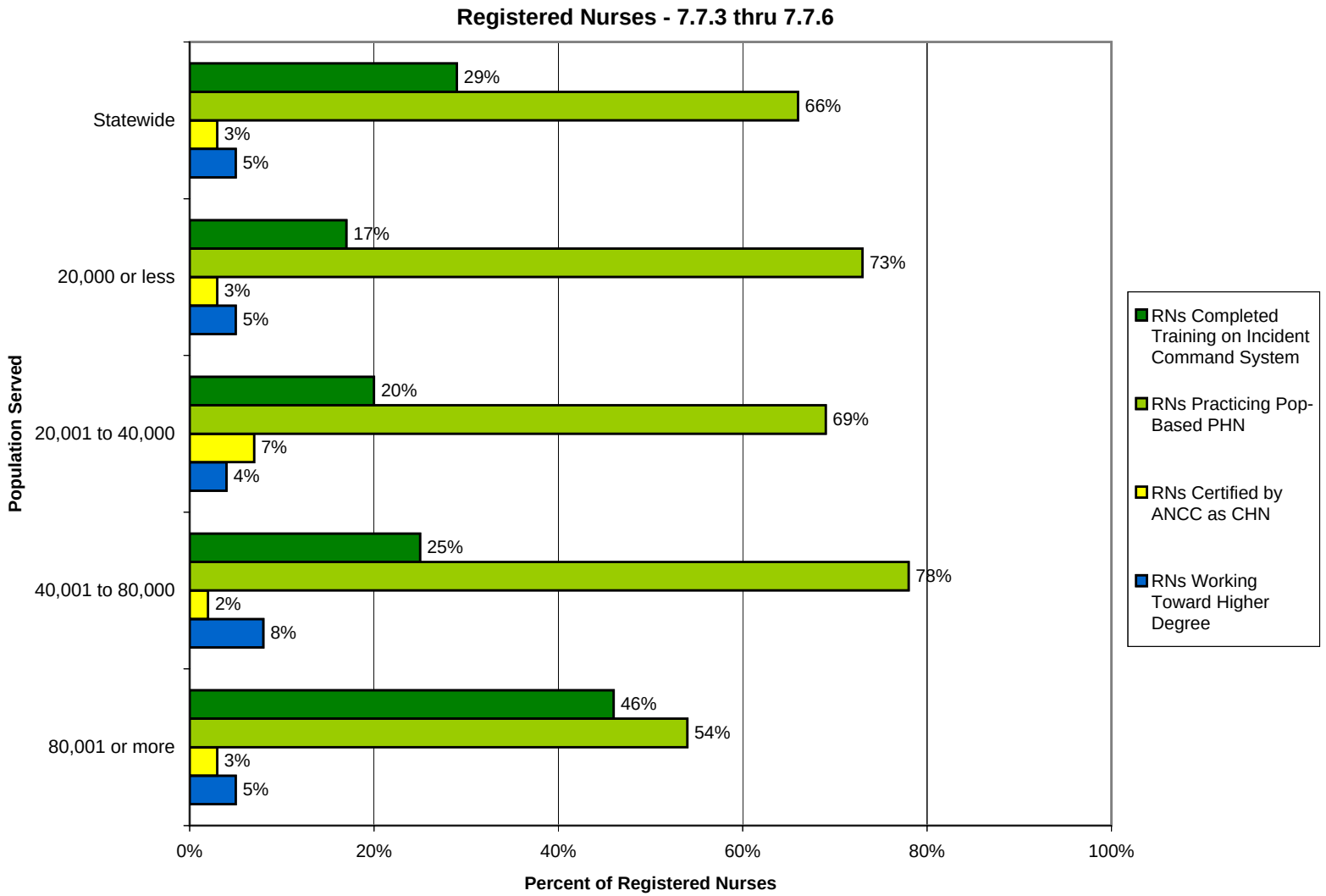


Full and Part Time Registered Nurses - 7.7.1.1

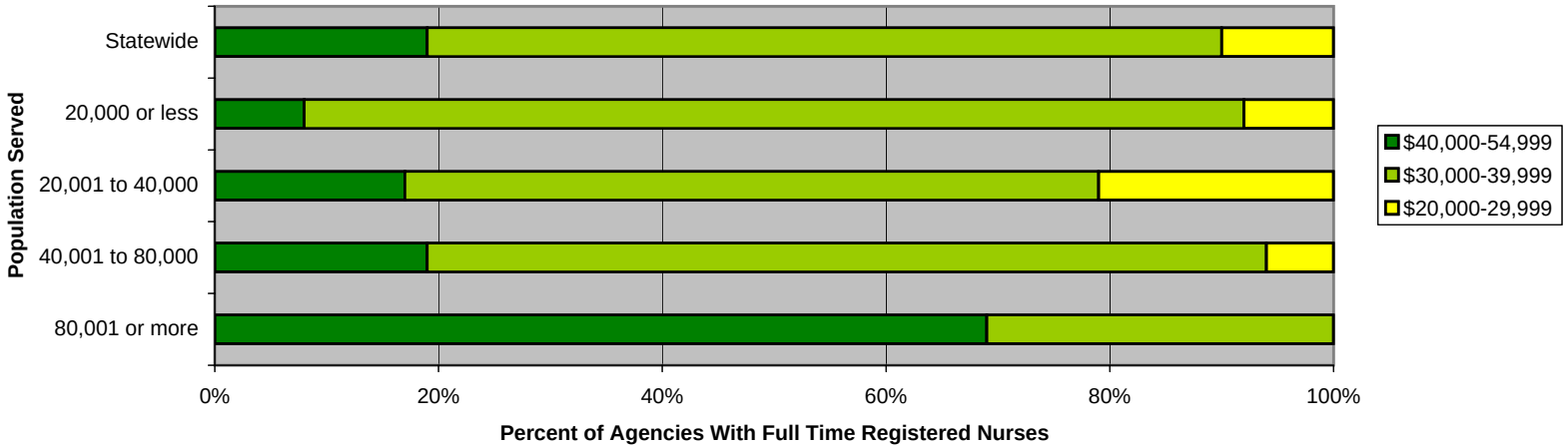


Advanced Practice Registered Nurses - 7.7.1.3

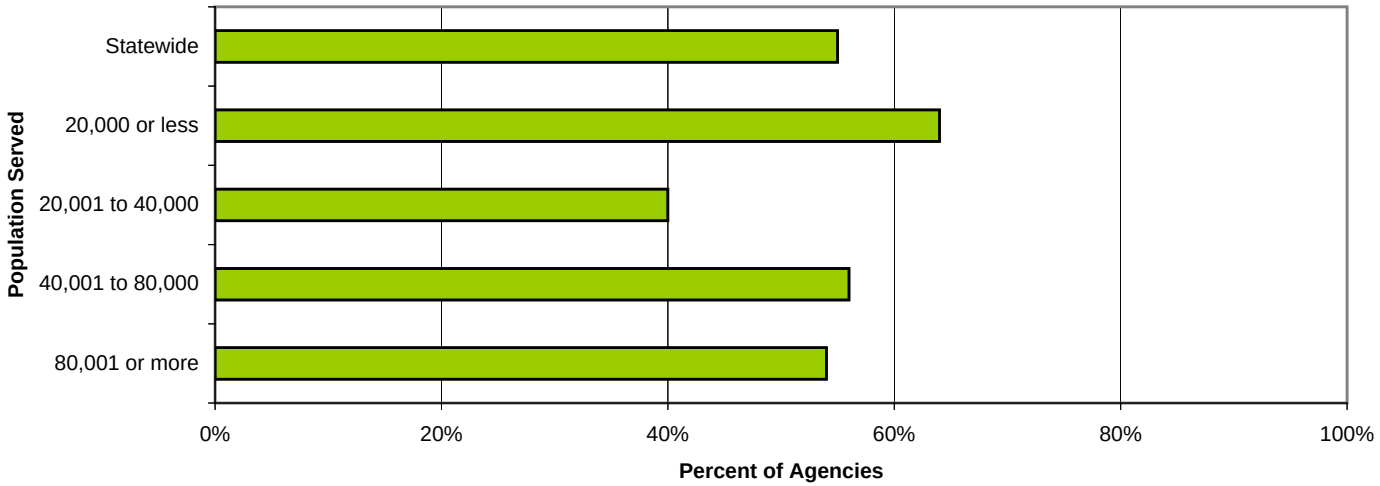



Registered Nurses - 7.7.3 thru 7.7.6
Statewide
20,000 or less
20,001 to 40,000
40,001 to 80,000
80,001 or more
29%
66%
3%
5%
17%
73%
3%
5%
20%
69%
7%
4%
25%
78%
2%
8%
46%
54%
3%
5%
0%
20%
40%
60%
80%
100%
Population Served
Percent of Registered Nurses
RNs Completed Training on Incident Command System
RNs Practicing Pop-Based PHN
RNs Certified by ANCC as CHN
RNs Working Toward Higher Degree

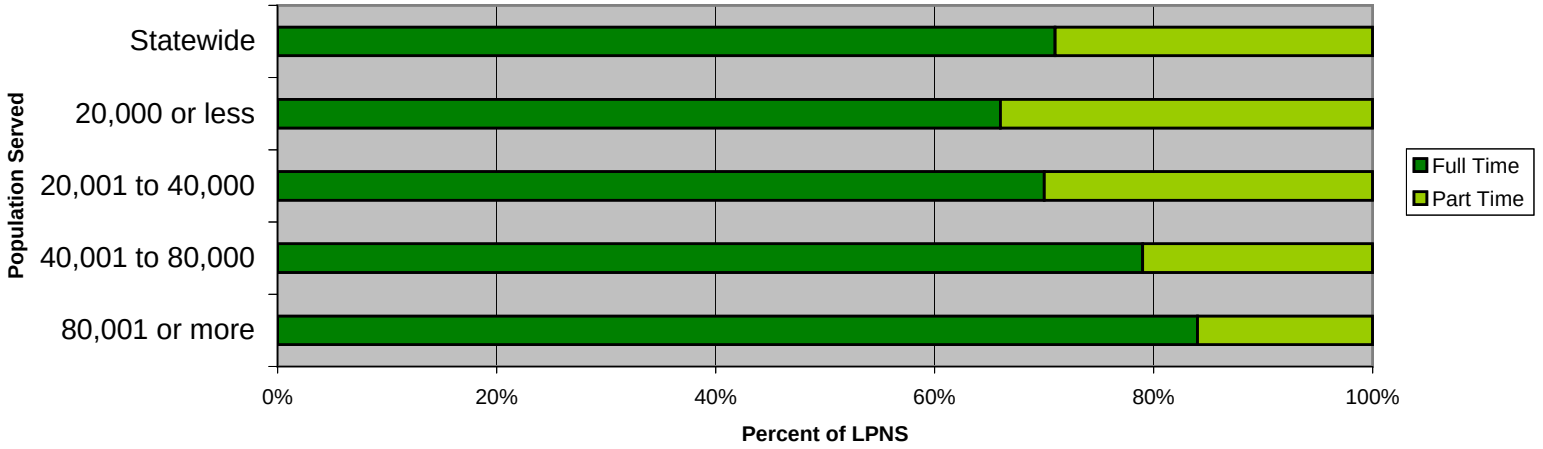
Annual Salary of Full Time Registered Nurses - 7.7.7



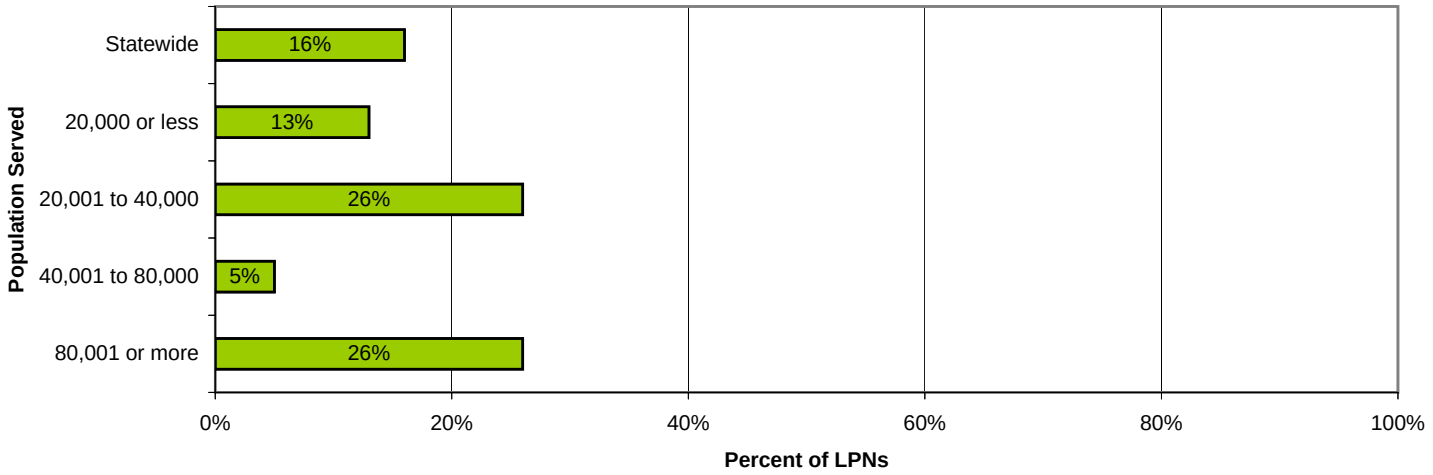
There are Licensed Practical Nurses on Staff - 7.8.1



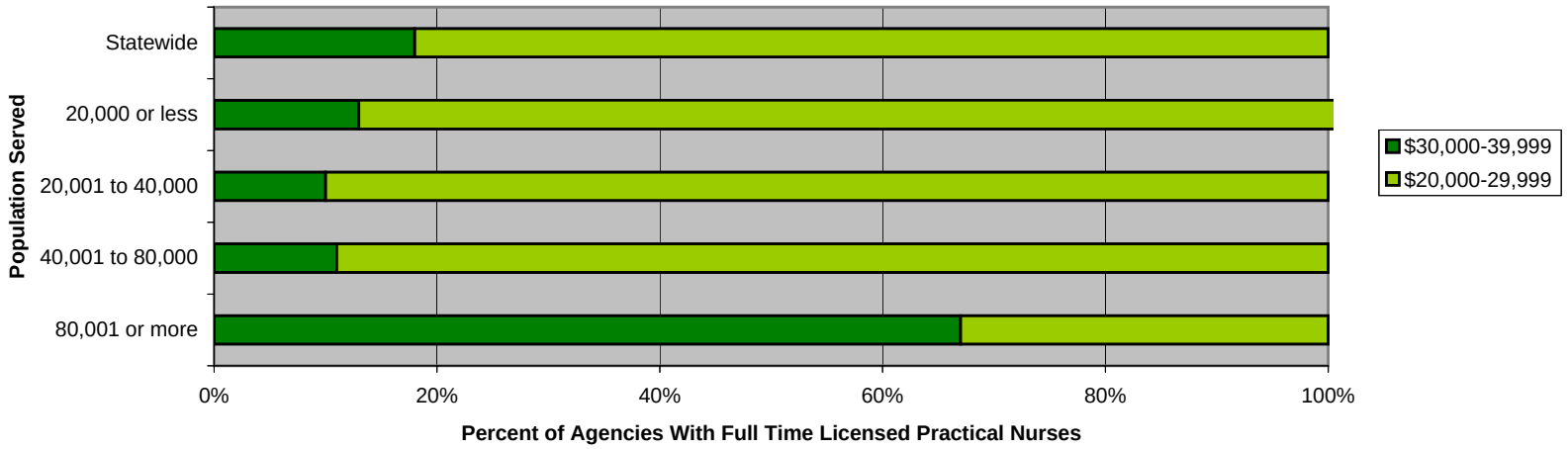
Full and Part Time Licensed Practical Nurses - 7.8.1.1



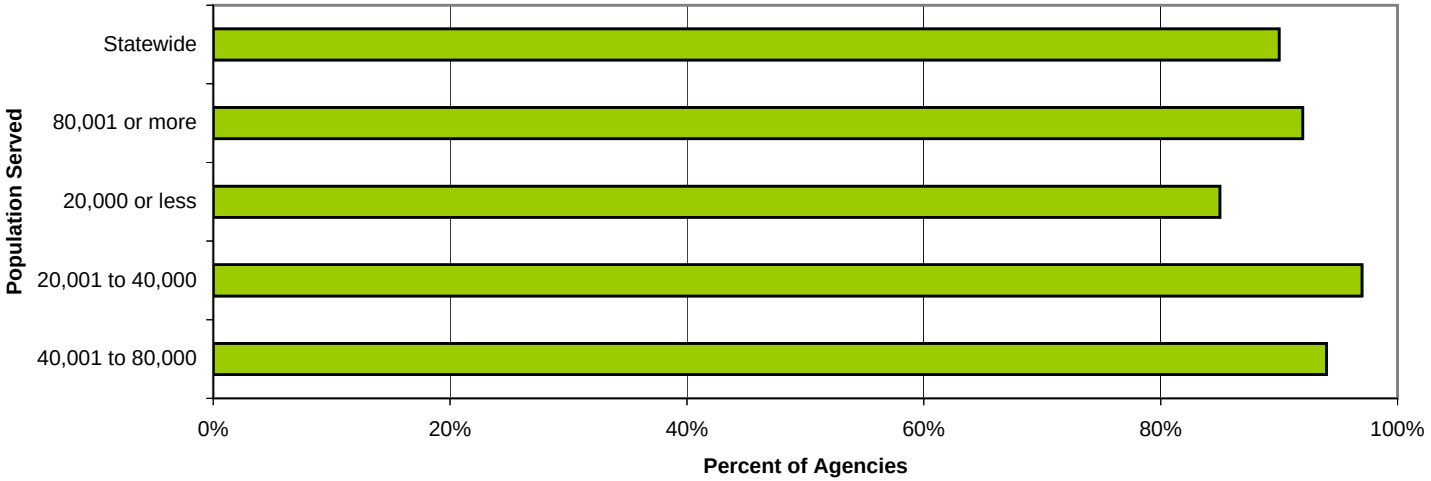
Licensed Practical Nurses Successfully Completed Training on Incident Command System - 7.8.1.3



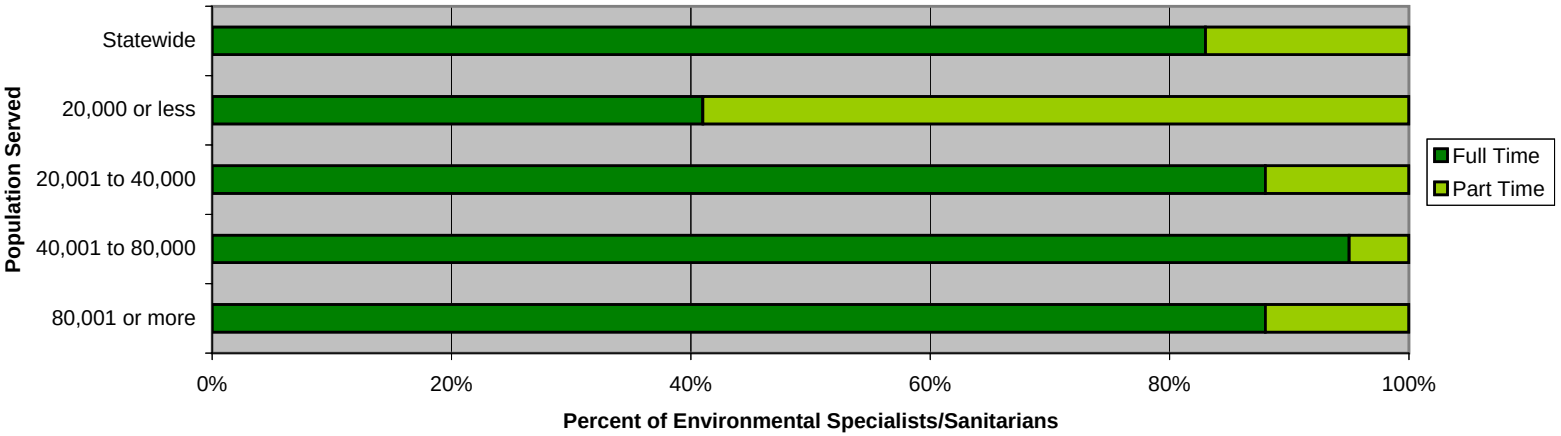
Annual Salary of Full Time Licensed Practical Nurses - 7.8.2



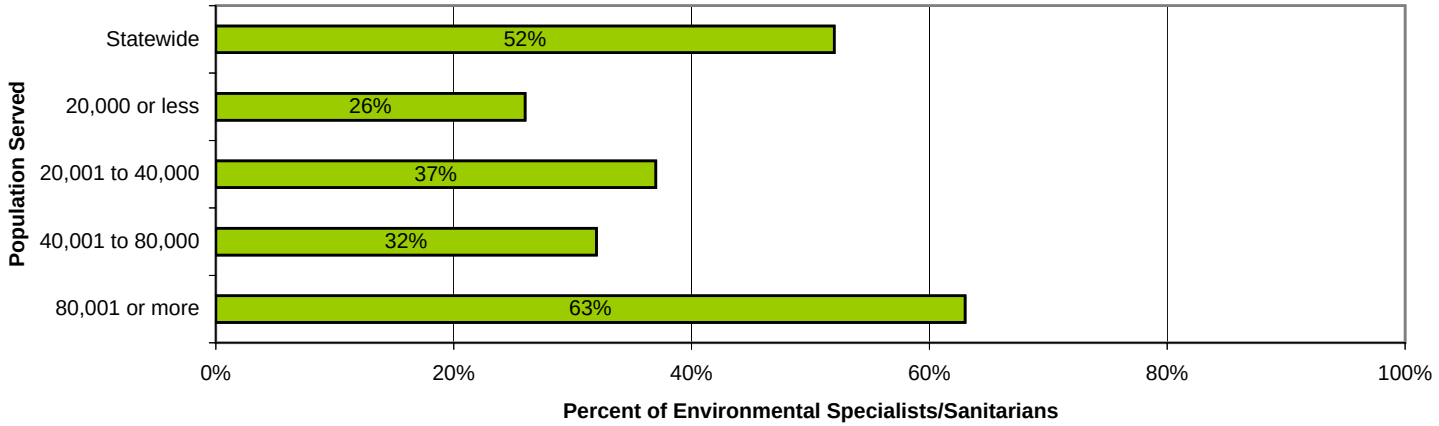
There are Environmental Specialists/Sanitarians on Staff - 7.9.1



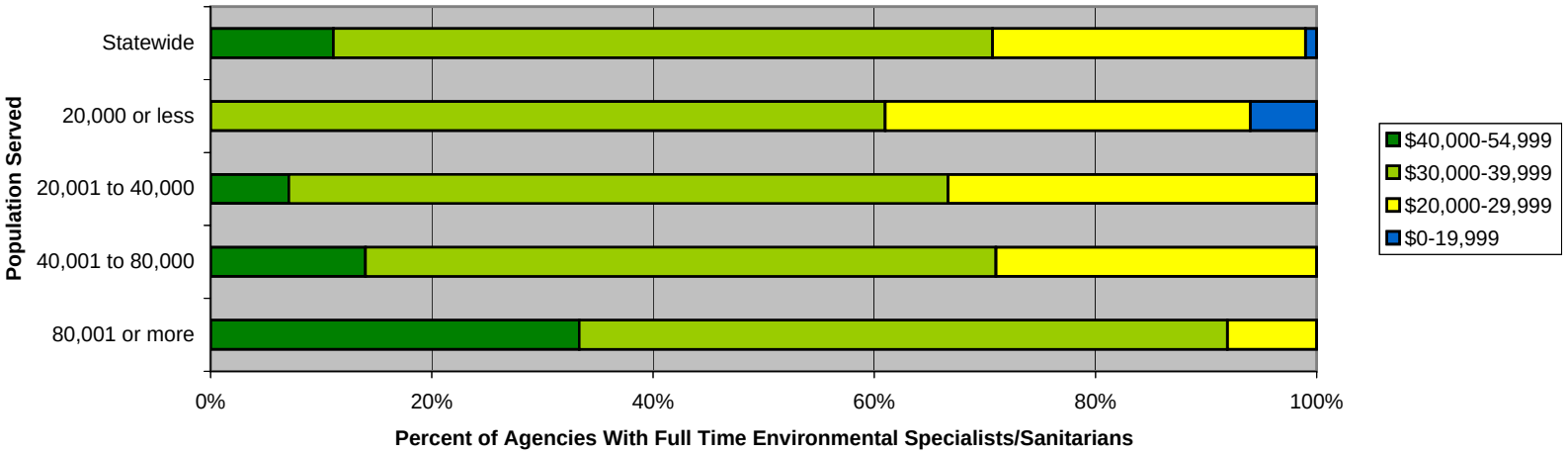
Full and Part Time Environmental Specialists/Sanitarians - 7.9.1.1



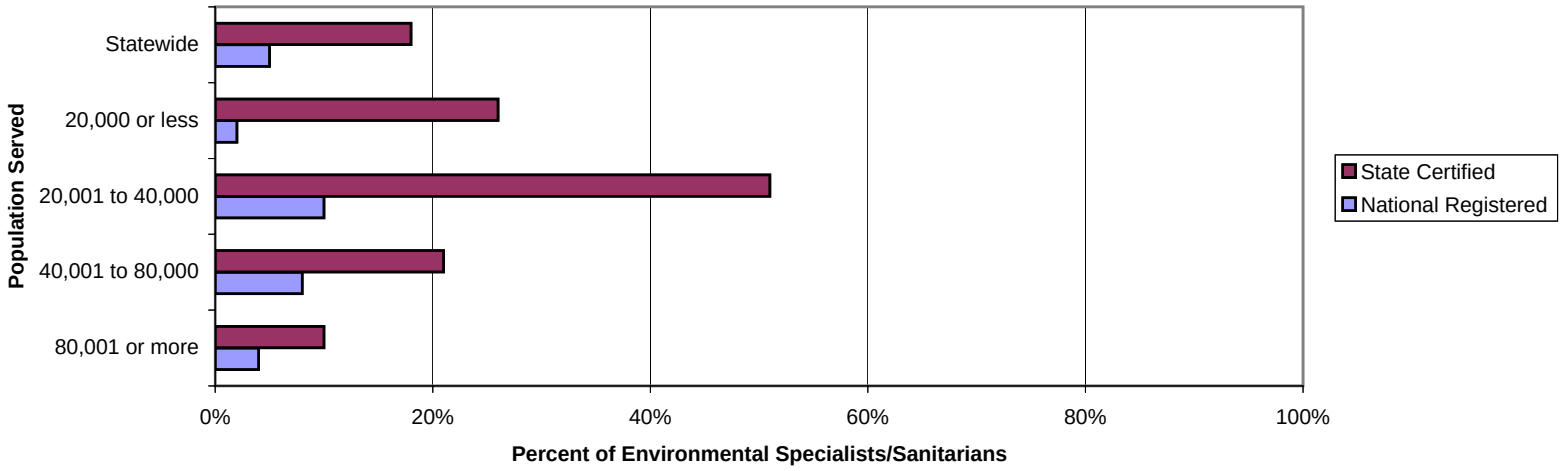
Environmental Specialists/Sanitarians Successfully Completed Training on Incident Command System - 7.9.3

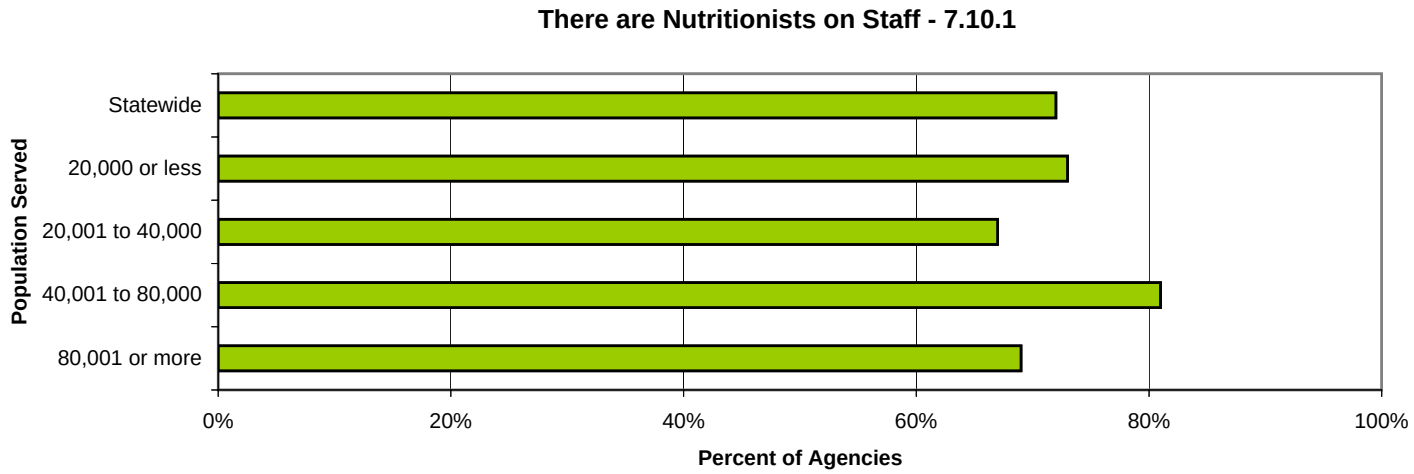


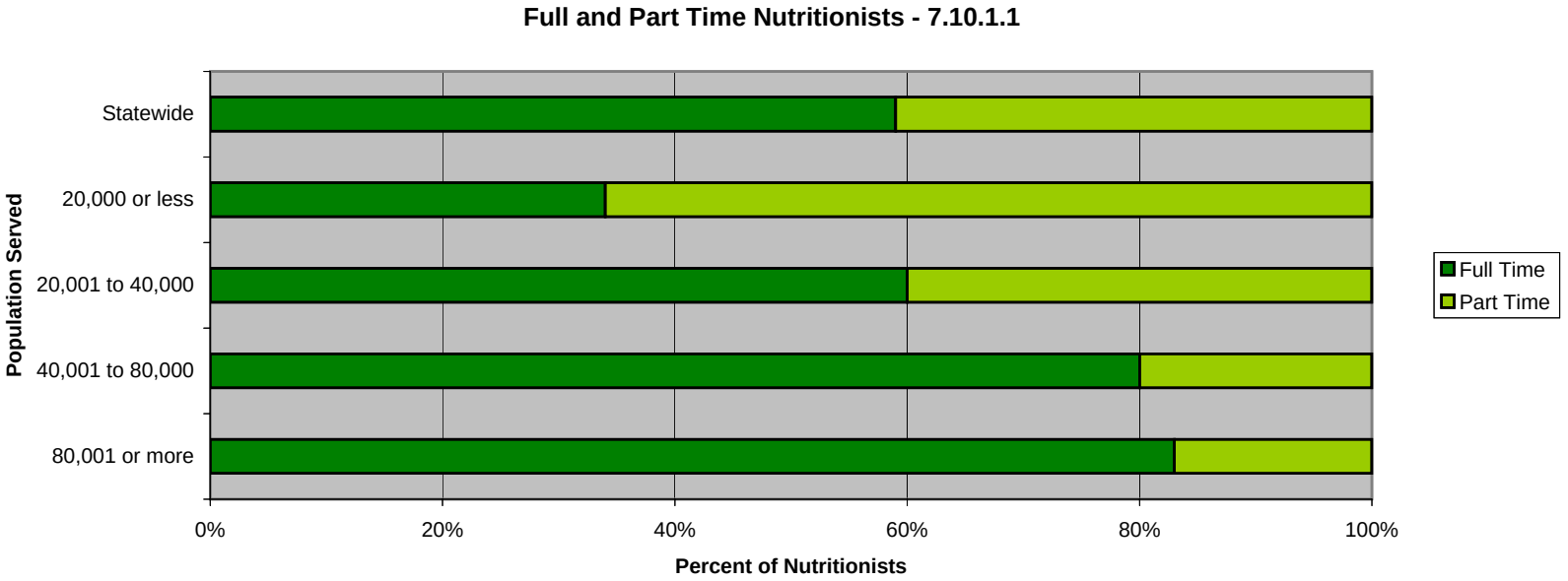
Annual Salary of Full Time Environmental Specialists/Sanitarians - 7.9.4



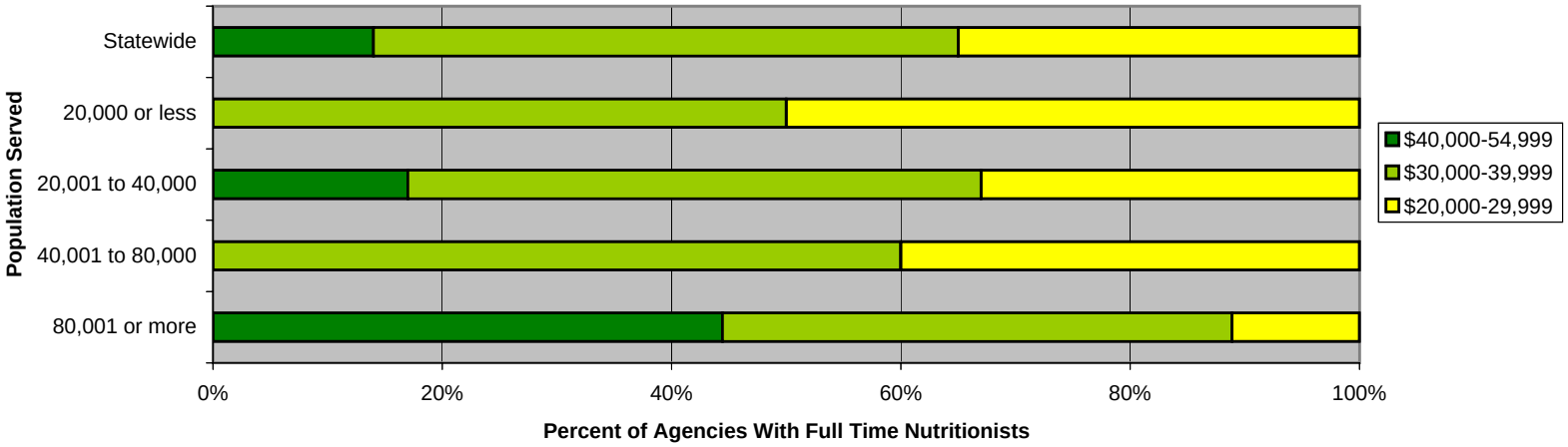
Environmental Specialists/Sanitarians - 7.9.5



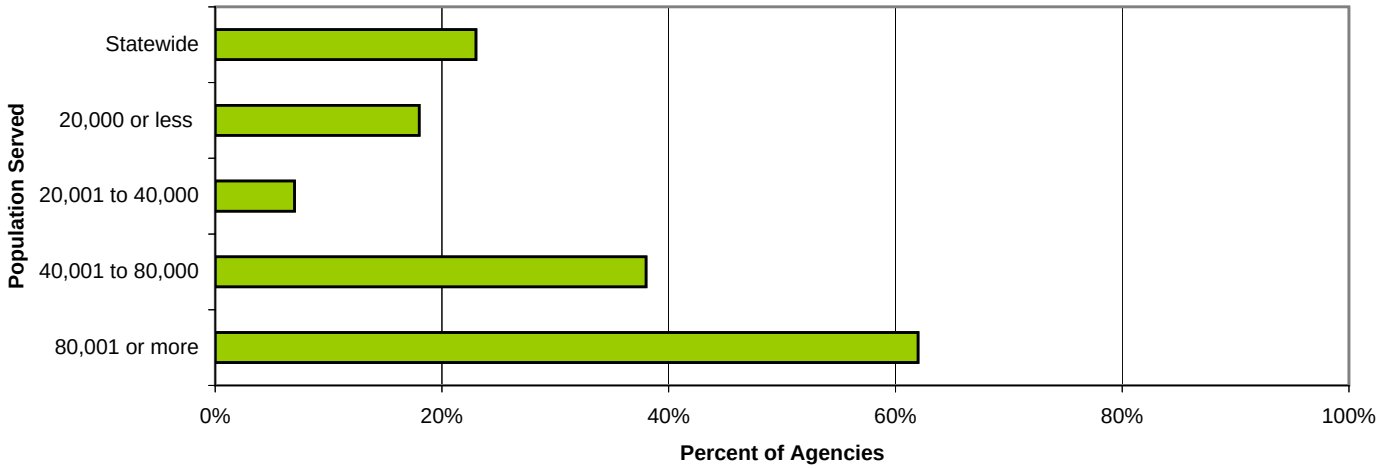

There are Nutritionists on Staff - 7.10.1
Statewide
20,000 or less
20,001 to 40,000
40,001 to 80,000
80,001 or more
Population Served
0%
20%
40%
60%
80%
100%
Percent of Agencies


Full and Part Time Nutritionists - 7.10.1.1
Statewide
20,000 or less
20,001 to 40,000
40,001 to 80,000
80,001 or more
Population Served
0%
20%
40%
60%
80%
100%
Percent of Nutritionists
Full Time
Part Time

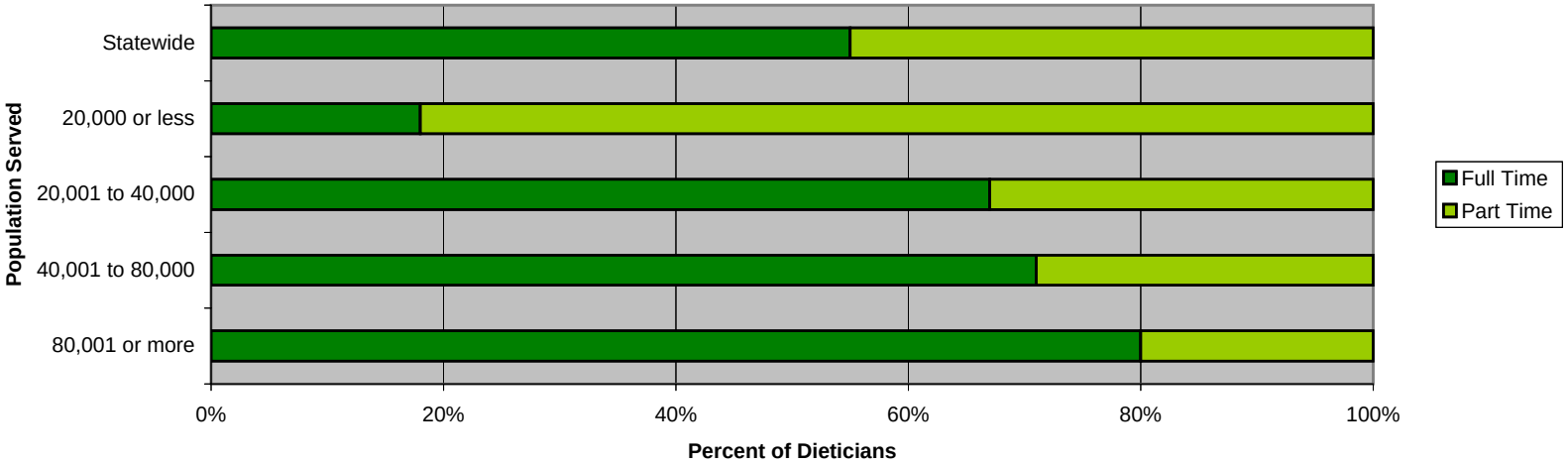
Annual Salary of Full Time Nutritionists - 7.10.3



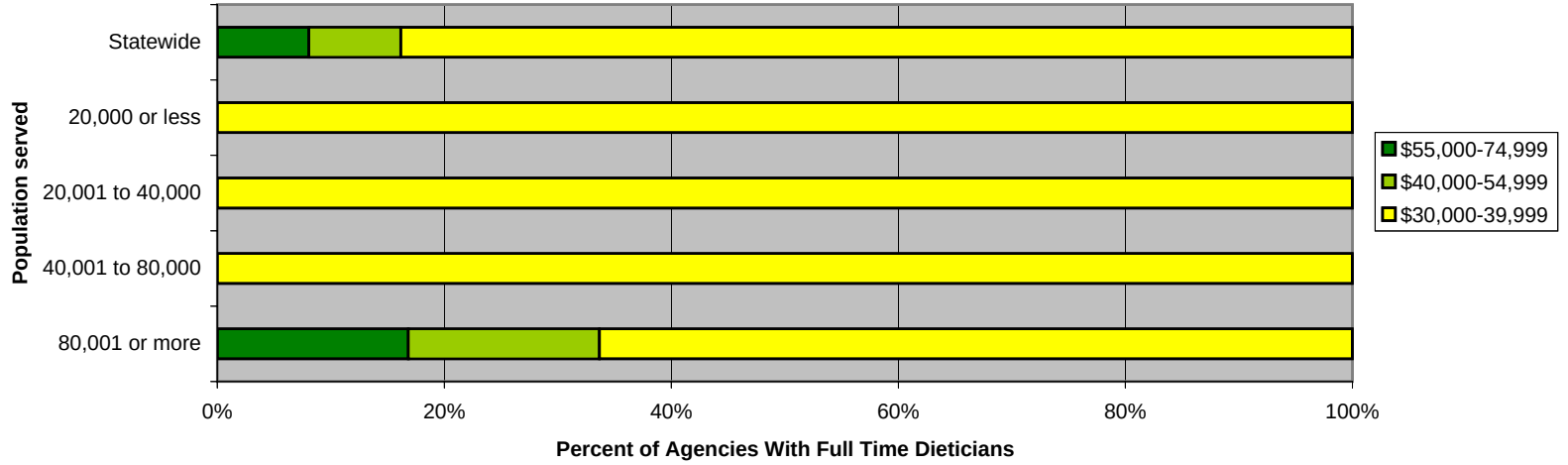
There are Dieticians on Staff - 7.11.1



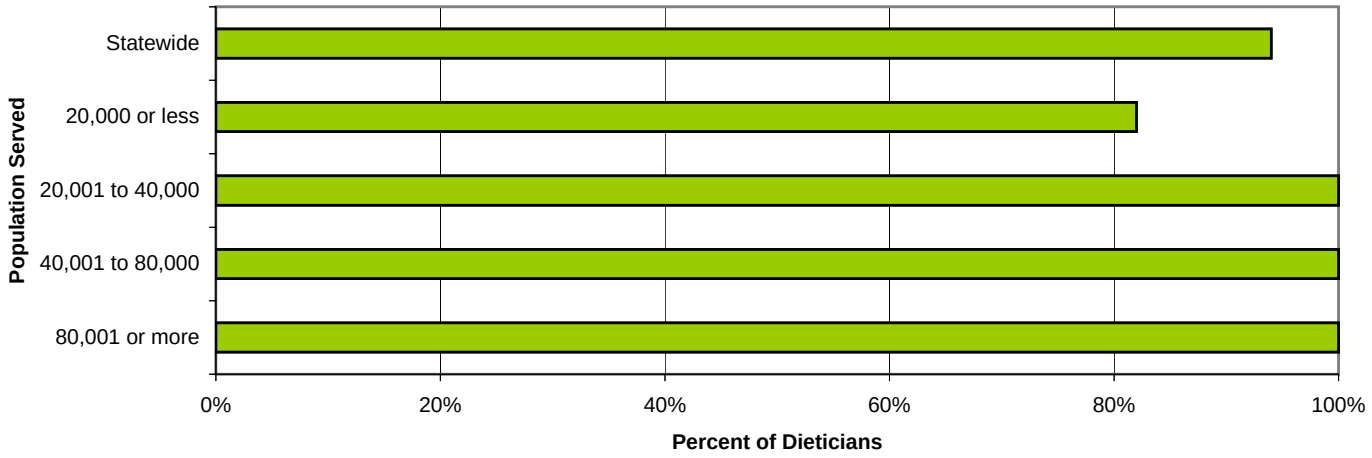
Full and Part Time Dieticians - 7.11.1.1



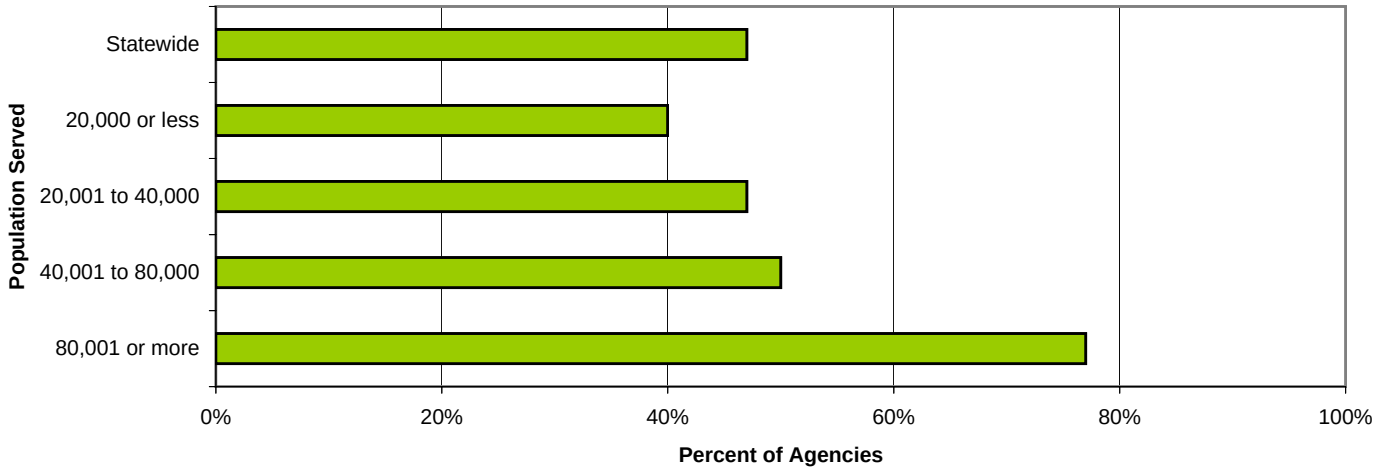
Annual Salary of Full Time Dieticians - 7.11.3



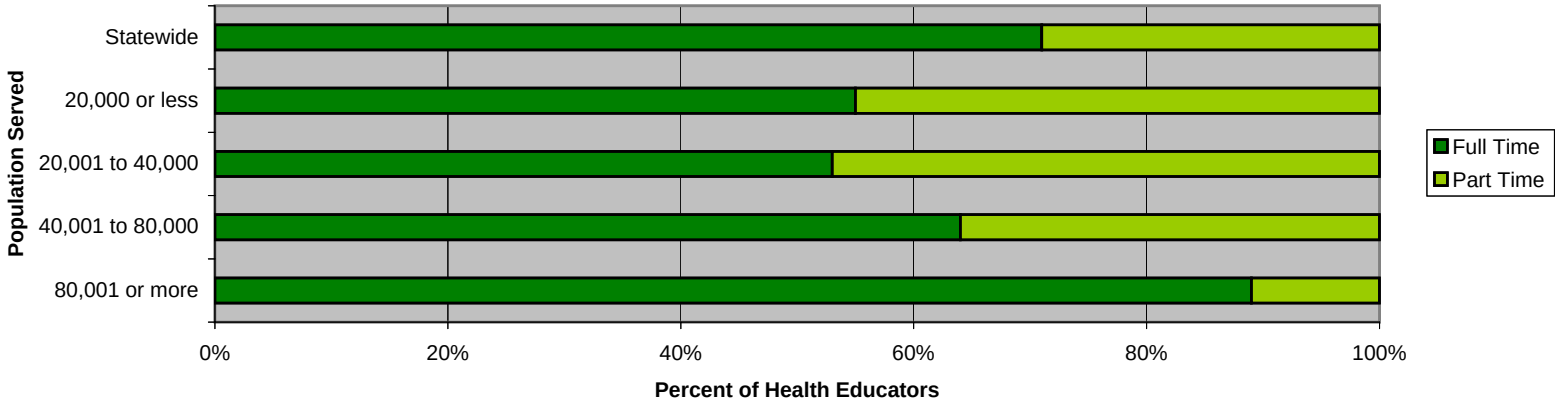
Dieticians Registered by ADA - 7.11.4



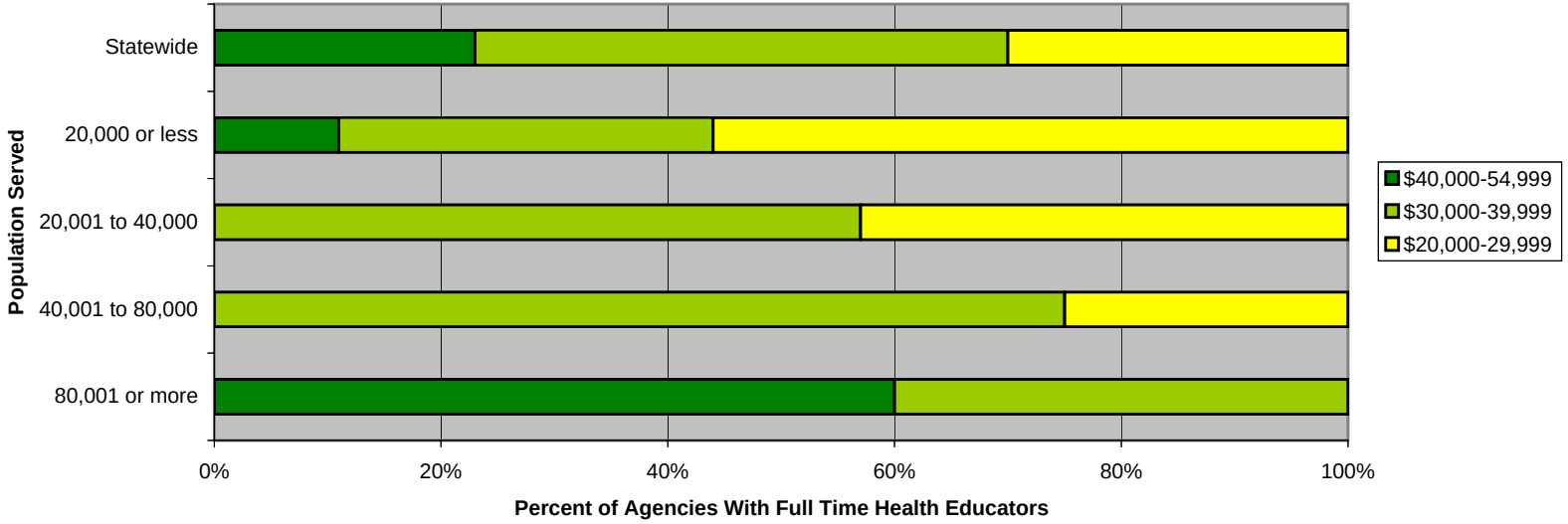
There are Health Educators on Staff - 7.12.1



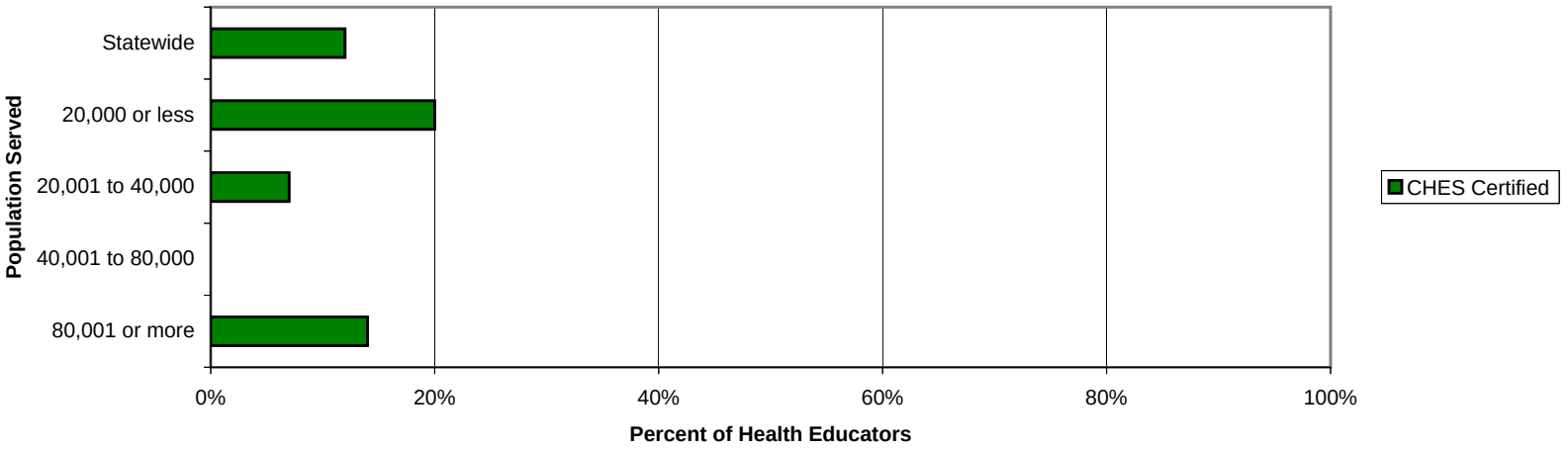
Full and Part Time Health Educators - 7.12.1.1



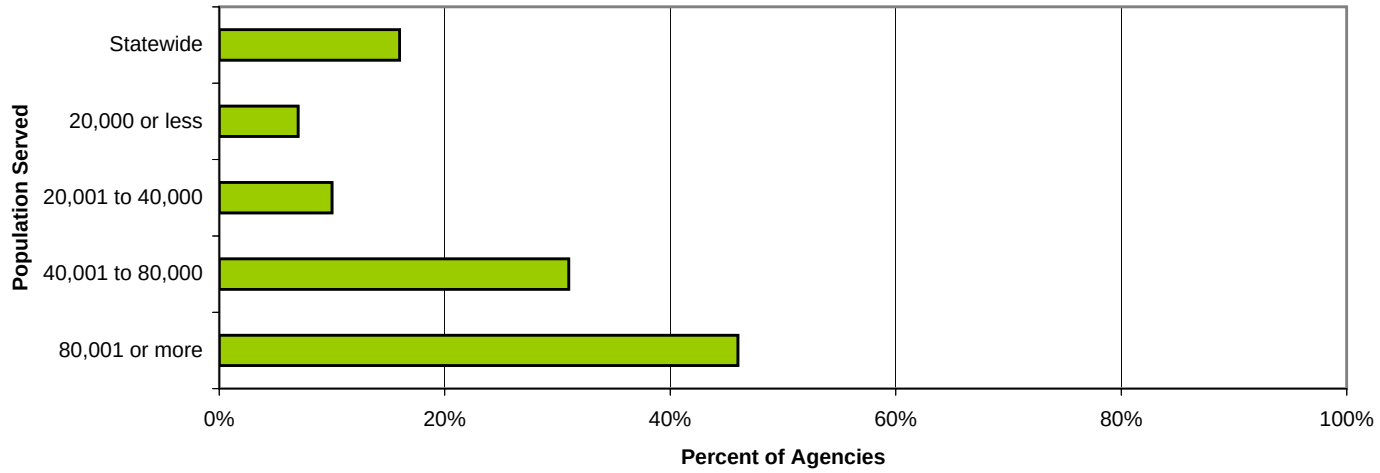
Annual Salary of Full Time Health Educators - 7.12.3



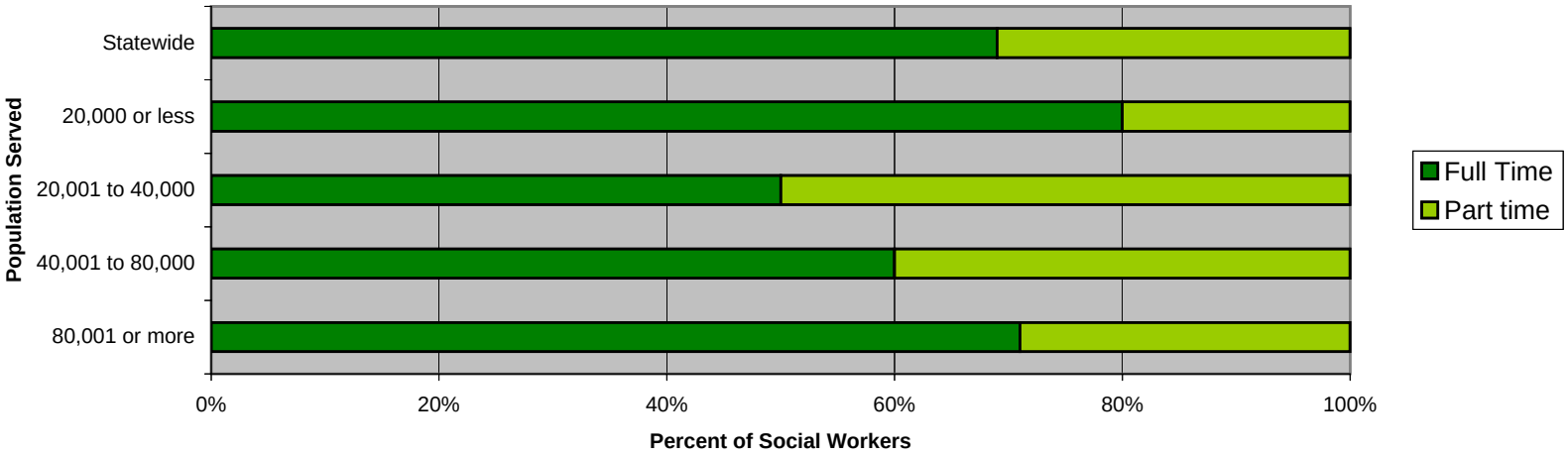
Health Educators CHES Certified - 7.12.4



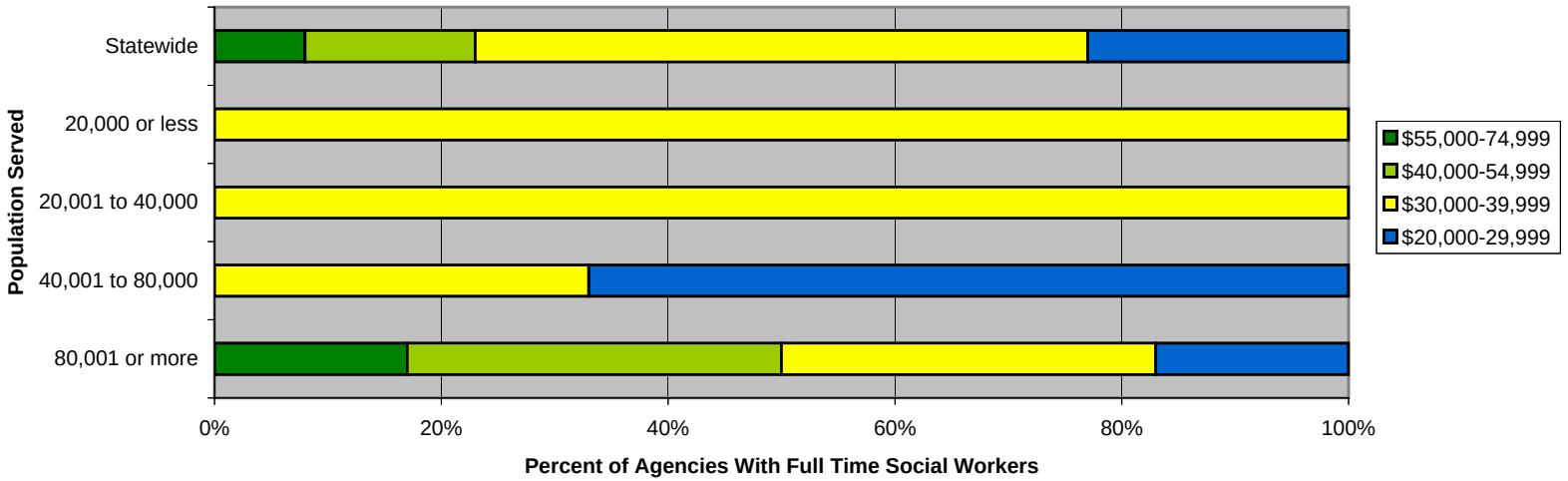
There are Social Workers on Staff - 7.13.1



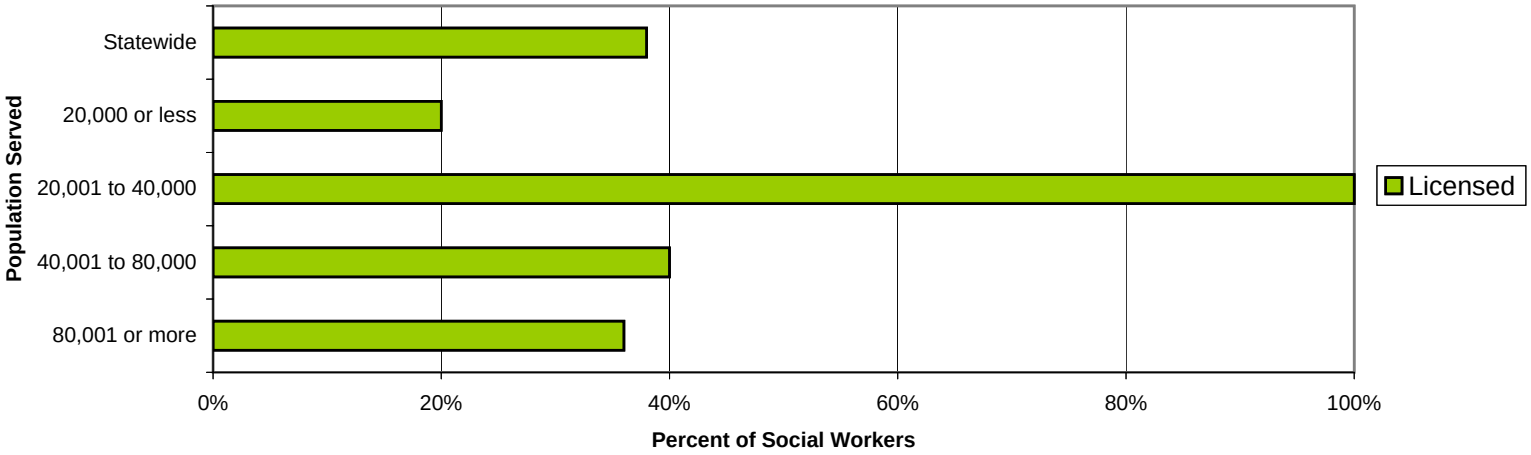
Full and Part Time Social Workers - 7.13.1.1



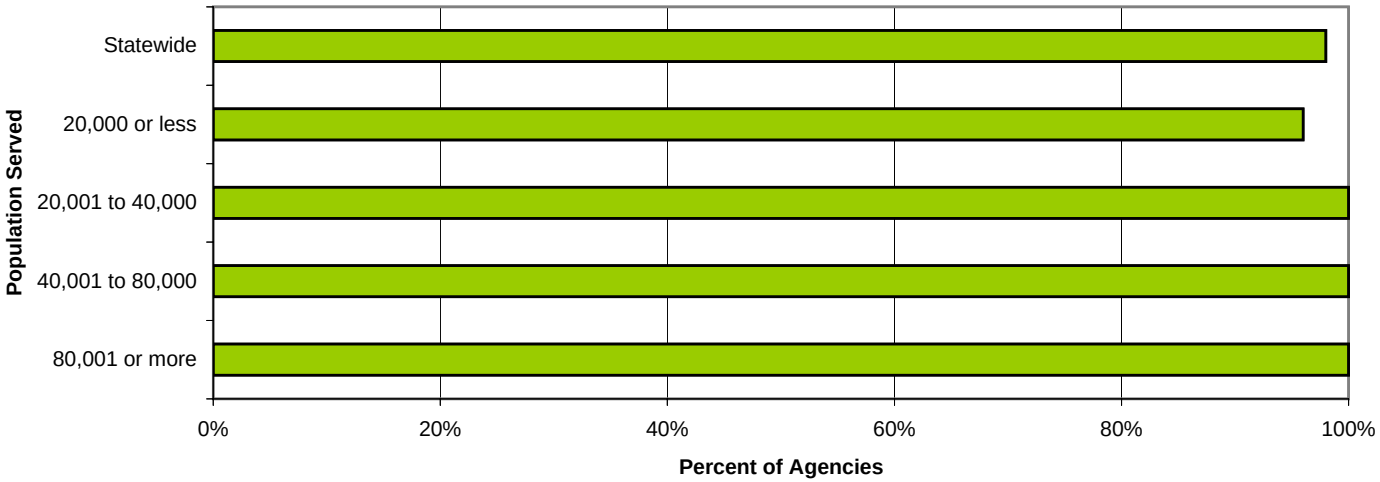
Annual Salary of Full Time Social Workers - 7.13.3



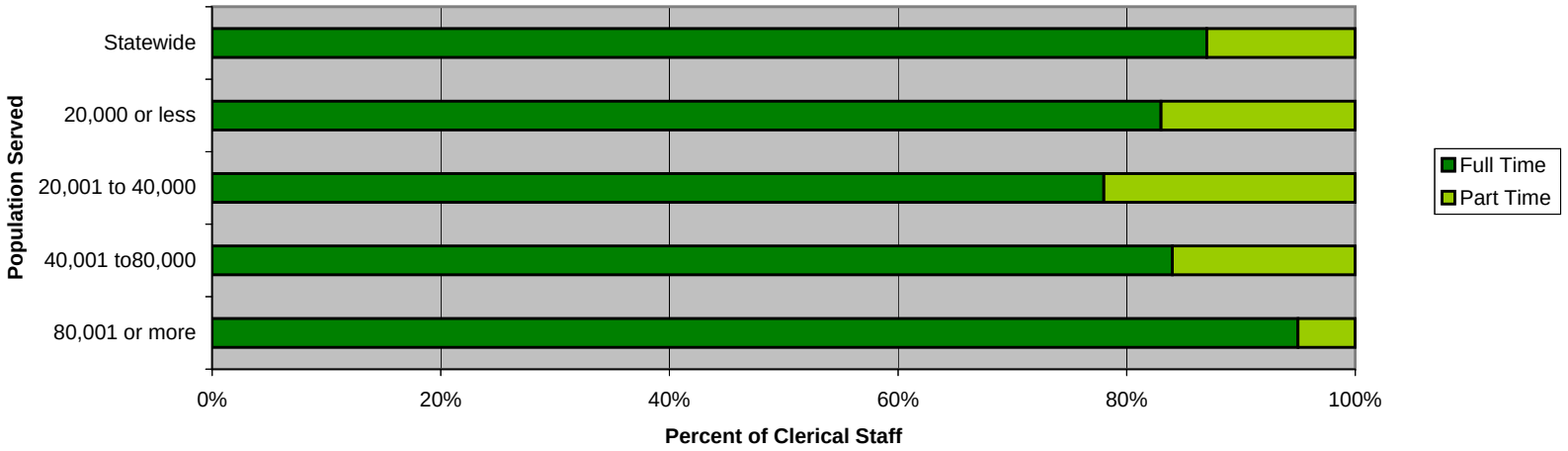
Licensed Social Workers - 7.13.4



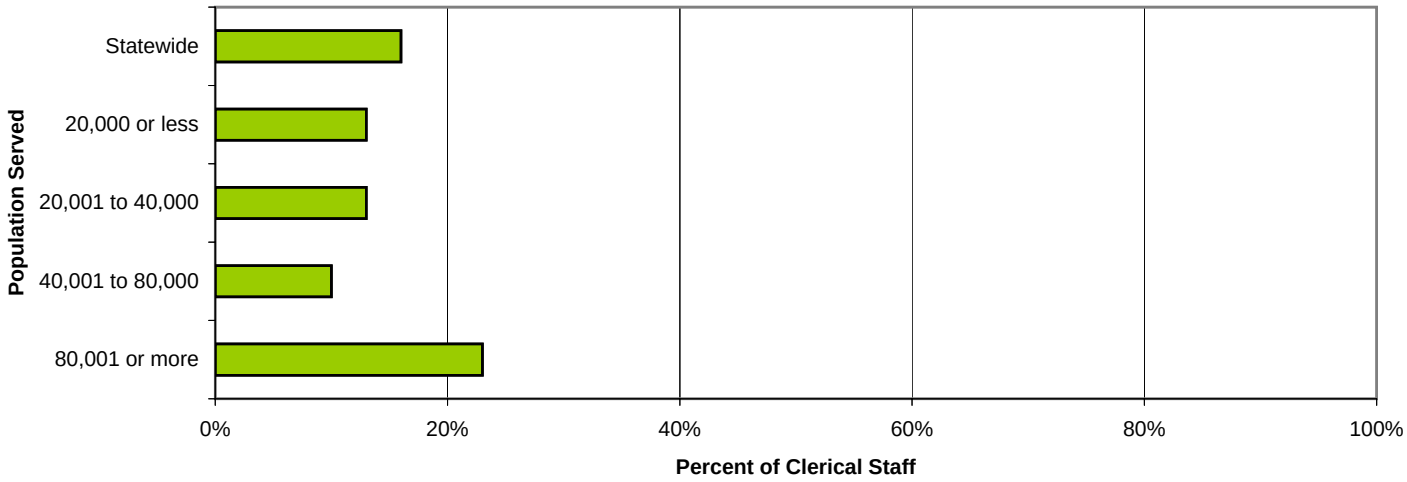
There Are Clerical on Staff - 7.14.1



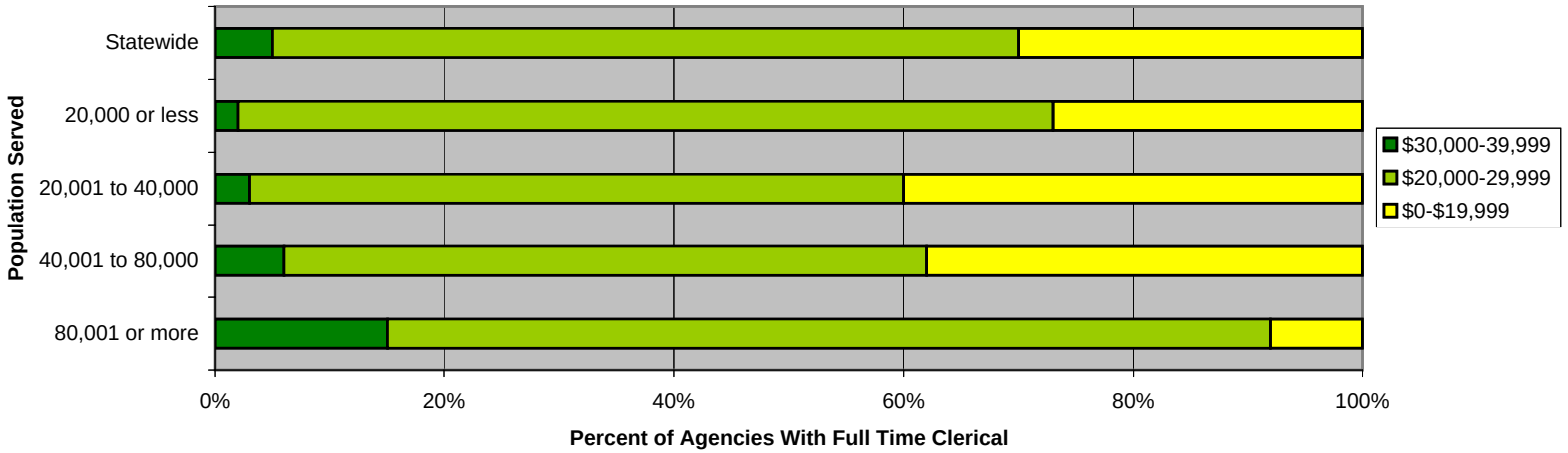
Full and Part Time Clerical - 7.14.1.1



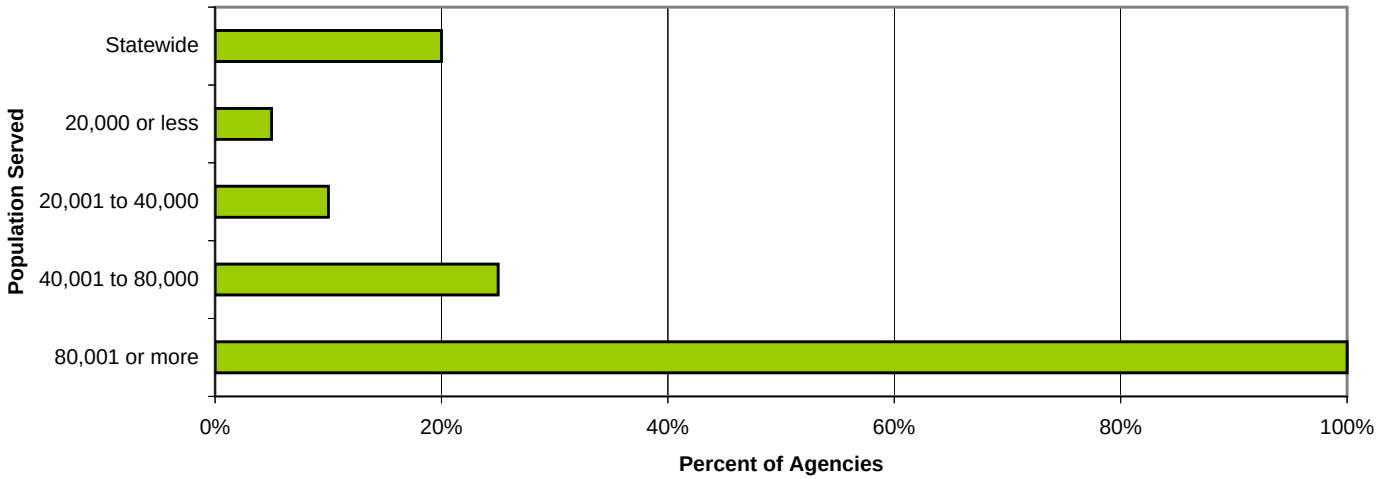
Clerical Staff Have Successfully Completed Training on Incident Command System - 7.14.3



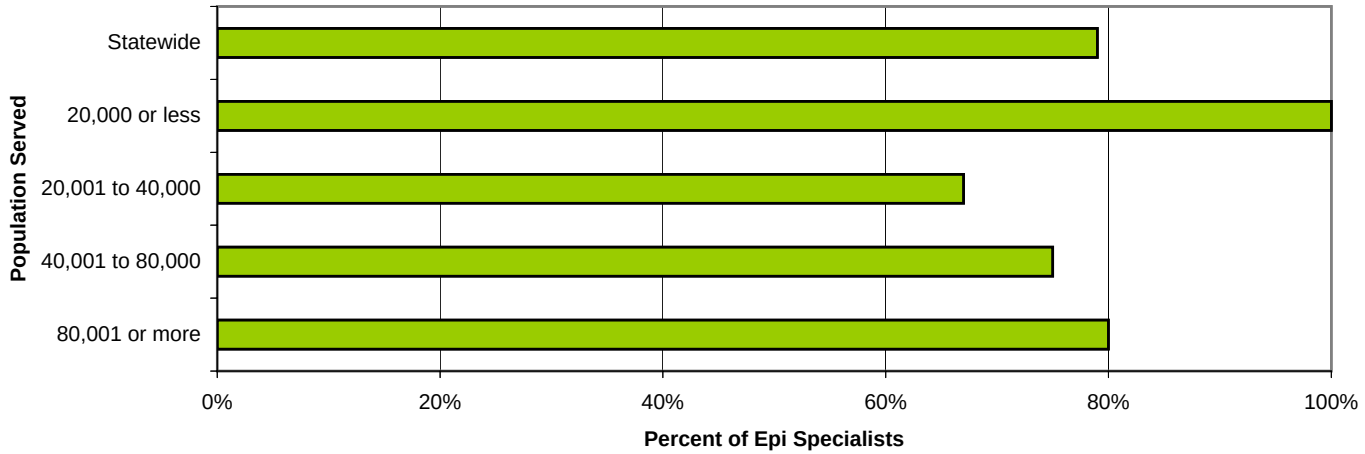
Annual Salary of Full Time Clerical - 7.14.4



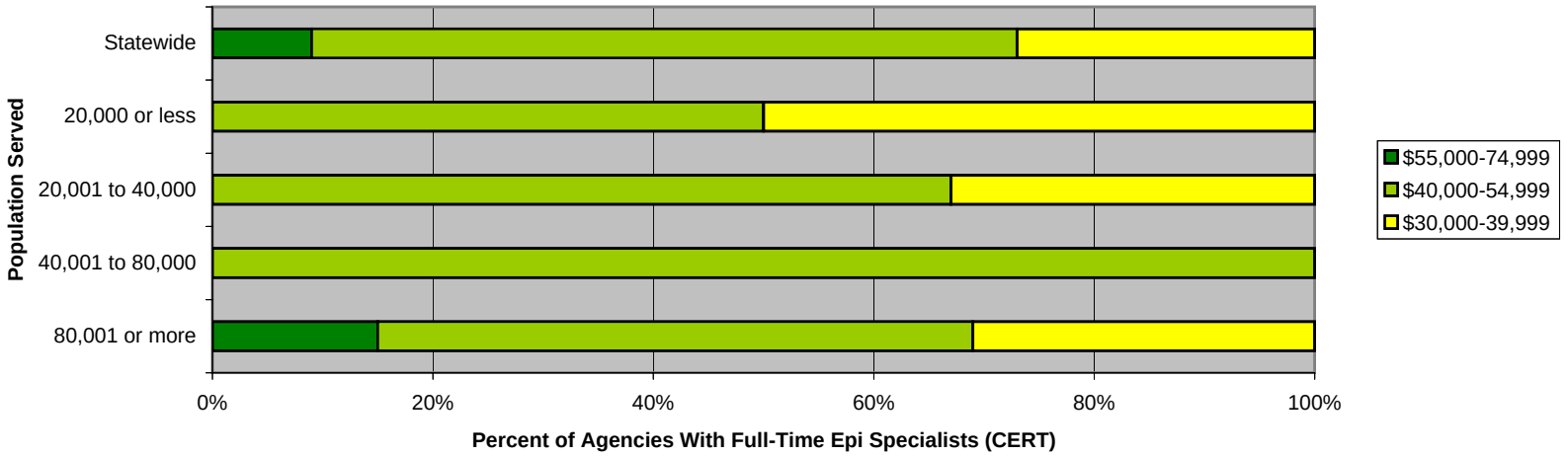
There are Epi Specialists (CERT) on Staff - 7.15.1



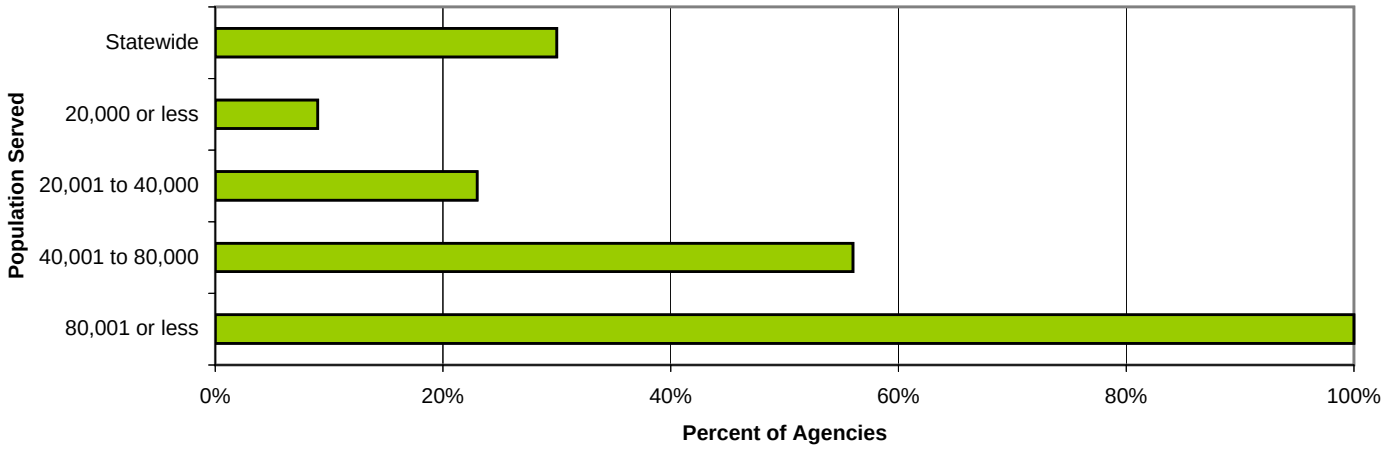
Epi Specialists Who Successfully Completed Training on Incident Command System - 7.15.3



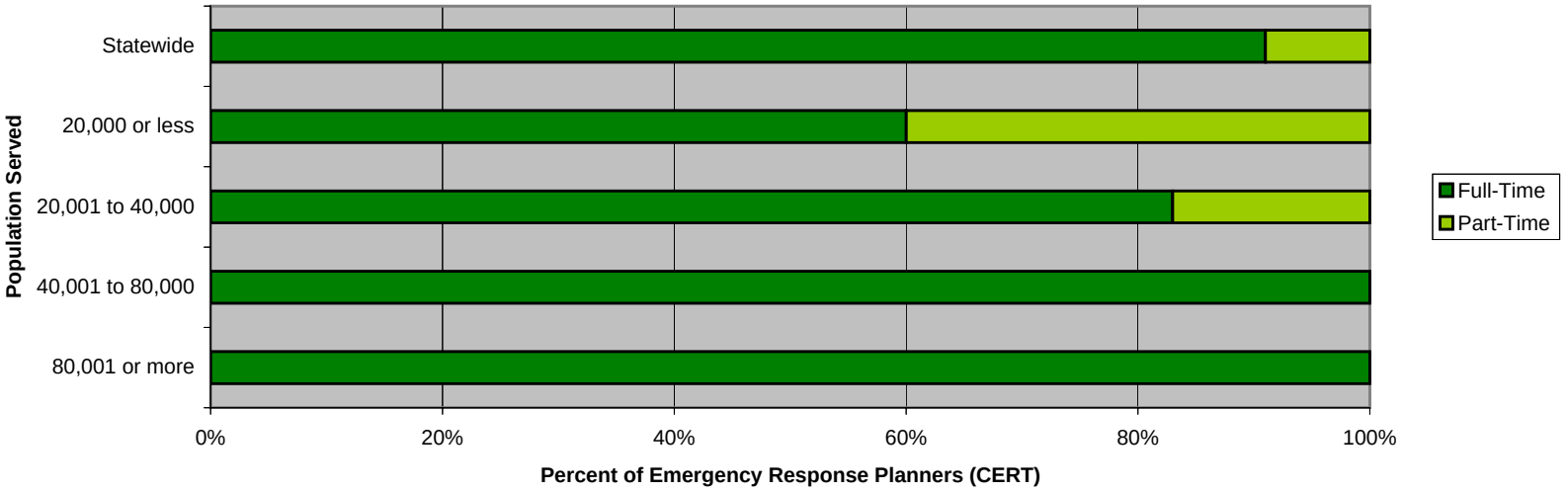
Annual Salary of Full-Time Epi Specialists (CERT) - 7.15.4



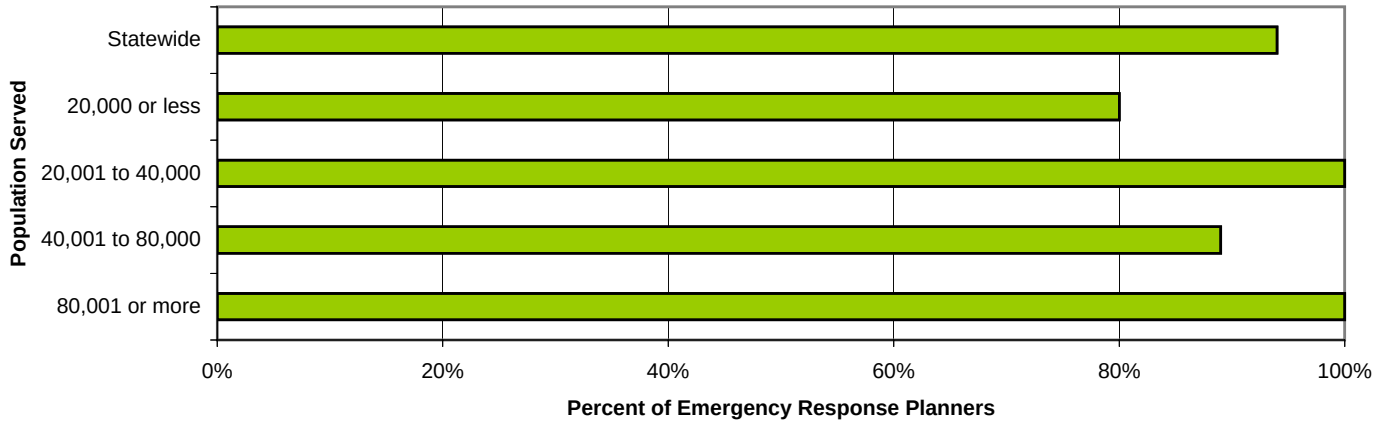
There are Emergency Response Planners (CERT) on Staff - 7.16.1



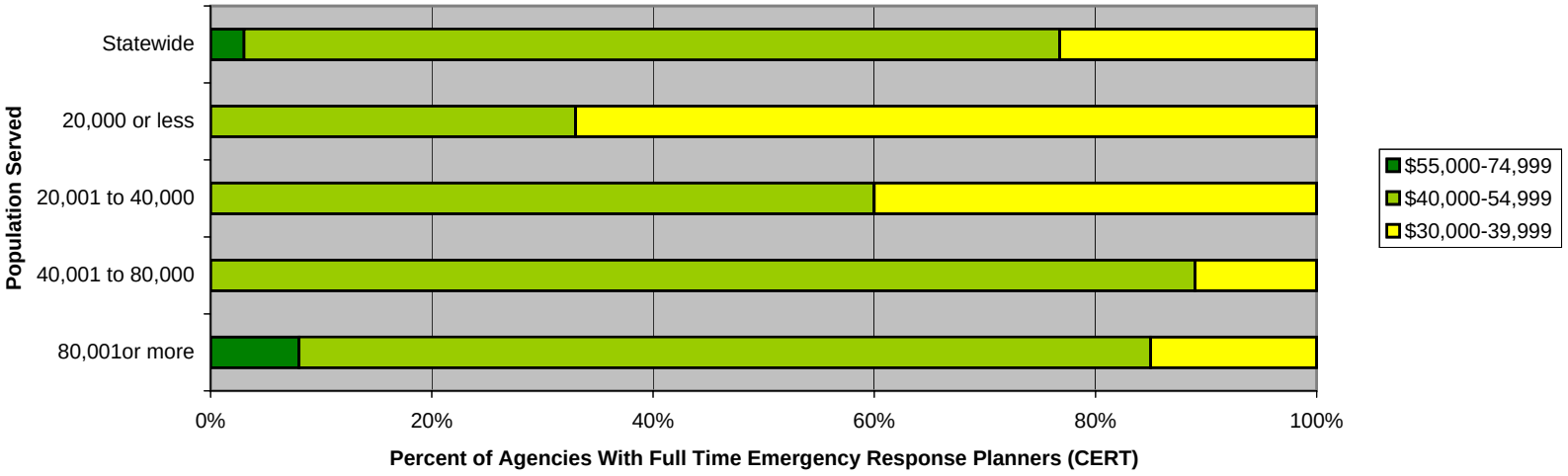
Full and Part Time Emergency Response Planners (CERT) - 7.16.1



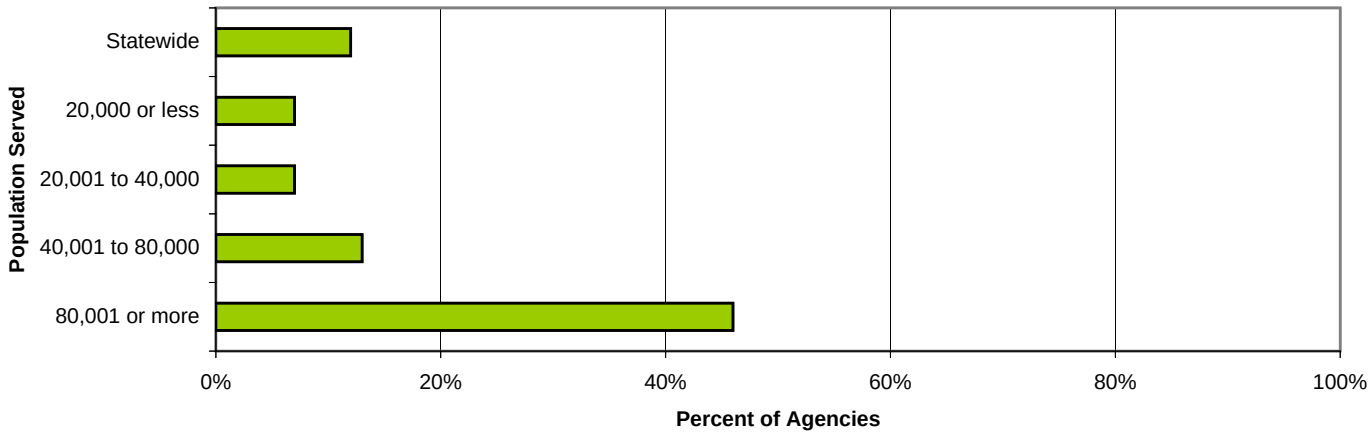
Emergency Response Planners Who Successfully Completed Training on Incident Command System - 7.16.3



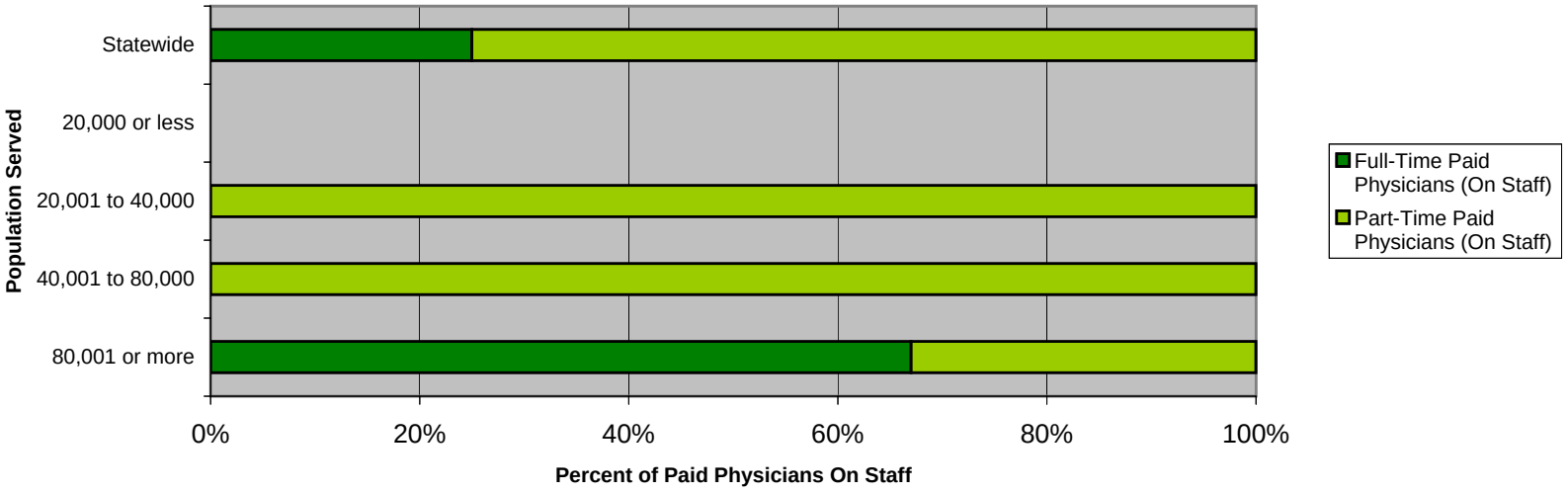
Annual Salary of Full Time Emergency Response Planners (CERT) - 7.16.4



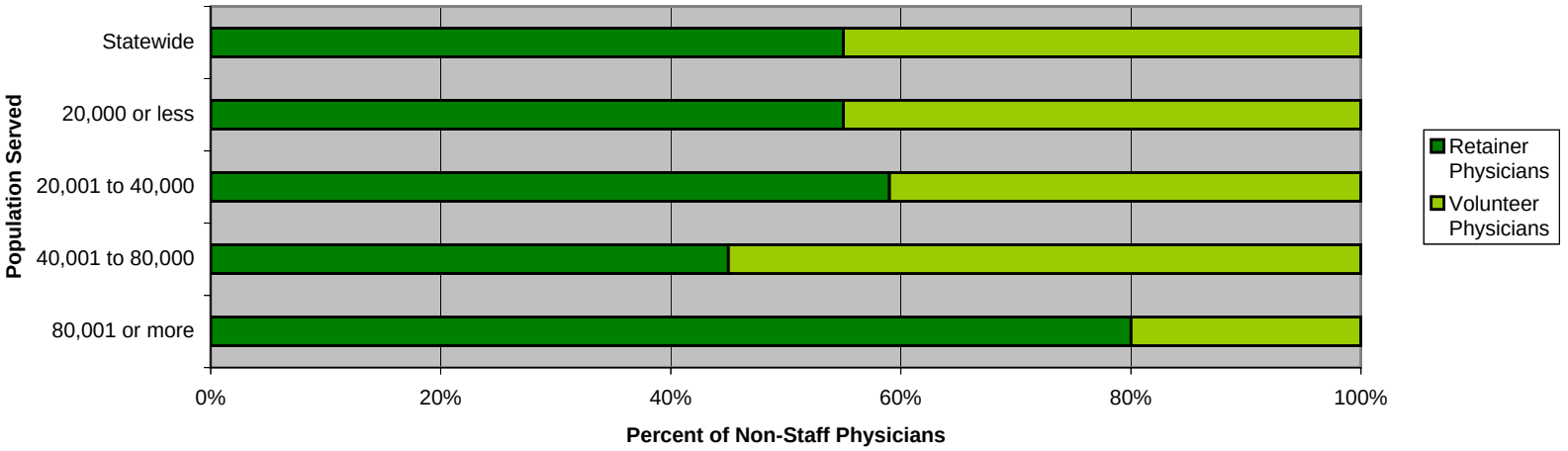
There Are Physicians on Staff - 7.17.1



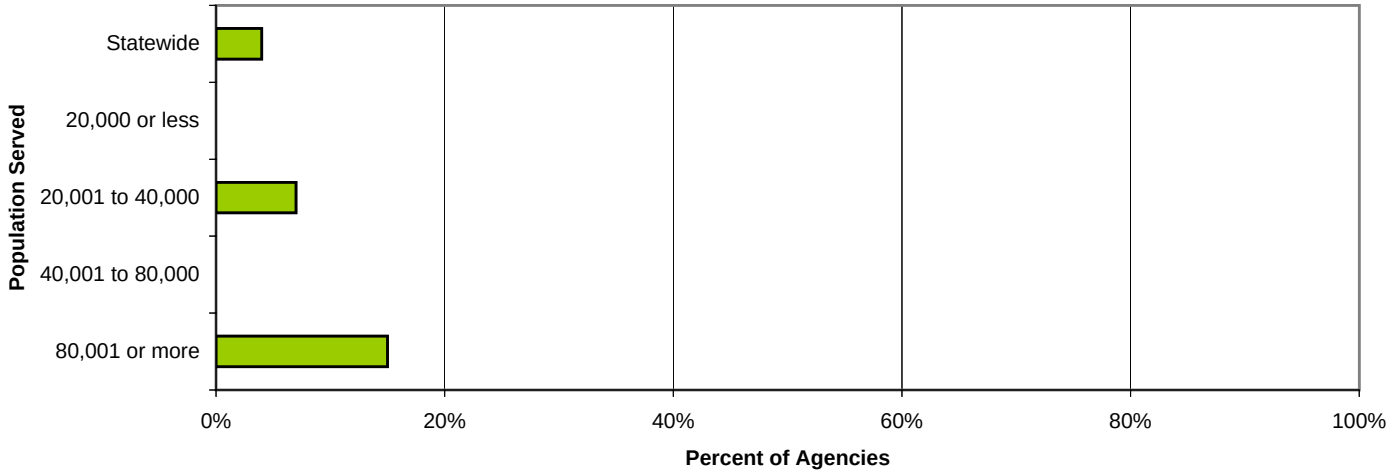
Full and Part Time Paid Paid Physicians On Staff - 7.17.1.1



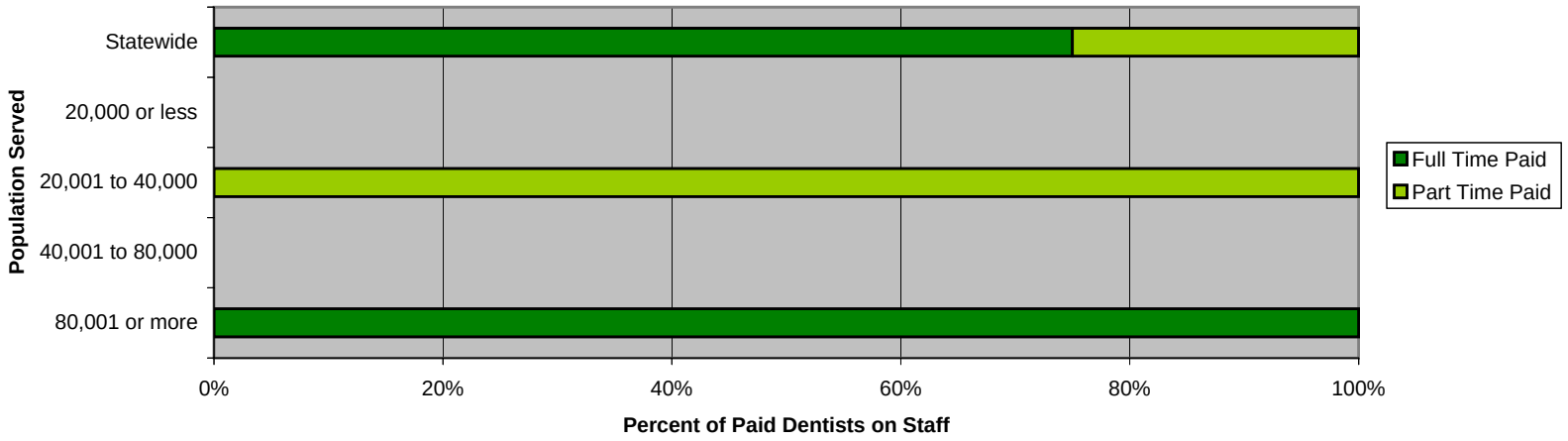
Relationship of Non-Staff Physicians - 7.17.1.3



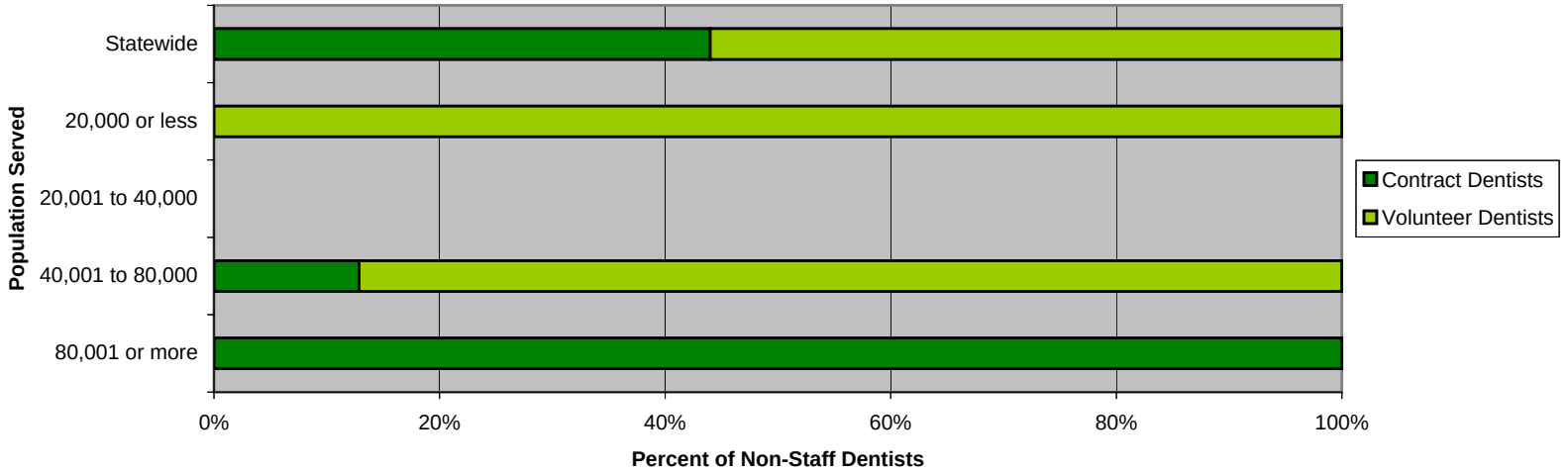
There Are Dentists on Staff - 7.17.2



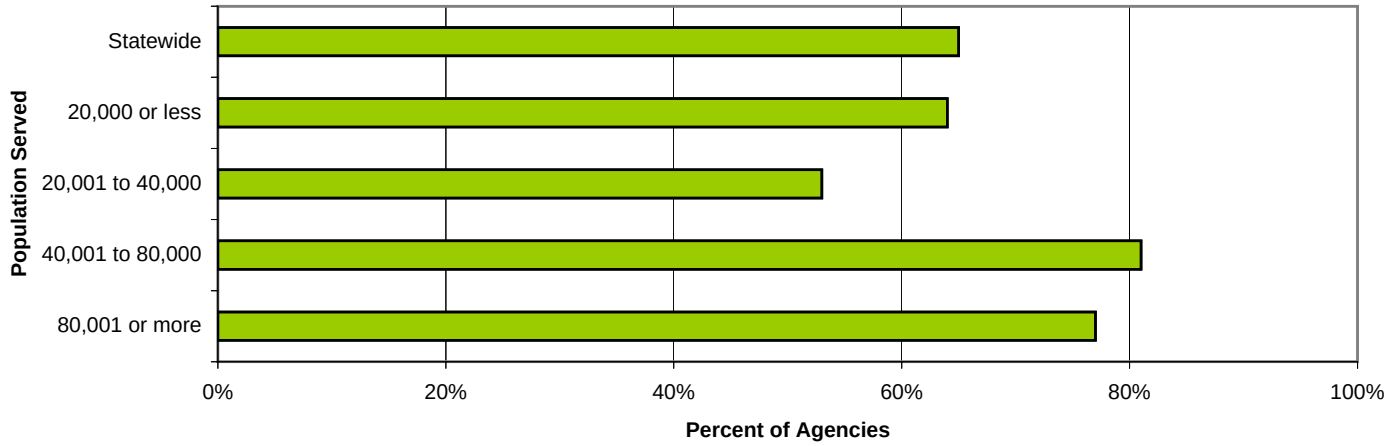
Full and Part Time Paid Dentists - 7.17.2.1



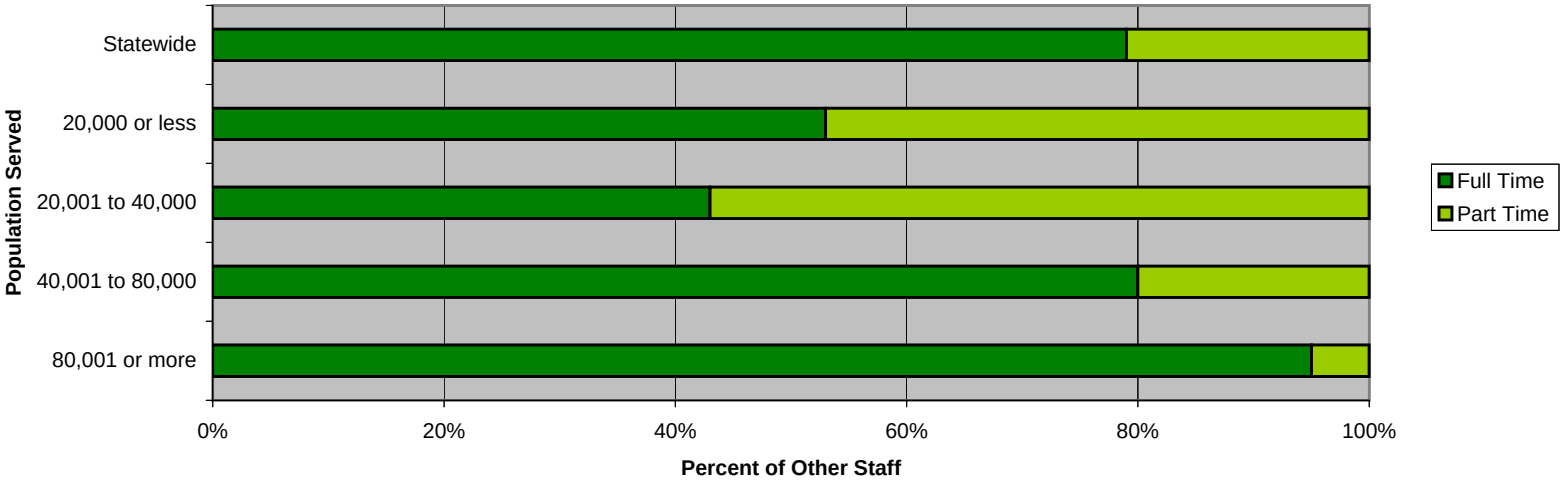
Relationship of Non-Staff Dentists - 7.17.2.3



There are Others on Staff - 7.18.1



Full and Part Time Other Staff - 7.18.1.1



CHAPTER 2

DATA TABLES

WORKFORCE

7. AGENCY WORKFORCE

		Total		Full-Time		Part-Time	
		Number	Percent	Number	Percent	Number	Percent
7.1. Total Staff							
114	Statewide	3041	100%	2390	79%	651	21%
55	Population up to 20,000	792	26%	497	63%	295	37%
30	Population between 20,001 and 40,000	498	16%	349	70%	149	30%
16	Population between 40,001 and 80,000	421	14%	343	81%	78	19%
13	Population over 80,001	1330	44%	1201	90%	129	10%

AGENCY WORKFORCE		Total		Full-Time		Part-Time	
		Number	Percent	Number	Percent	Number	Percent
7.2. Staff Hired in Last Twelve Months							
114	Statewide	426	14%	281	66%	145	34%
55	Population up to 20,000	106	13%	61	58%	45	42%
30	Population between 20,001 and 40,000	96	19%	54	56%	42	44%
16	Population between 40,001 and 80,000	49	12%	41	84%	8	16%
13	Population over 80,001	175	13%	125	71%	50	29%

AGENCY WORKFORCE

7.3. Benefits for Full-Time Employees in Addition to Salary	Statewide		Population up to 20,000 (55 Agencies)		Population 20,001-40,000 (30 Agencies)		Population 40,001-80,000 (16 Agencies)		Population Over 80,001 (13 Agencies)	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Health Insurance	107	94%	49	89%	29	97%	16	100%	13	100%
Dental Insurance	52	46%	12	22%	15	50%	13	81%	12	92%
Life Insurance	95	83%	40	73%	29	97%	13	81%	13	100%
Retirement Program	100	88%	45	82%	26	87%	16	100%	13	100%
Sick Leave	111	97%	53	96%	30	100%	16	100%	12	92%
Vacation/Annual Leave	113	99%	54	98%	30	100%	16	100%	13	100%
Tuition Reimbursement	38	33%	11	20%	12	40%	6	38%	9	69%
Educational Leave	34	30%	16	29%	9	30%	5	31%	4	31%
Continuing Education Payment	52	46%	20	36%	12	40%	11	69%	9	69%
Military Leave	103	90%	50	91%	26	87%	15	94%	12	92%
Deferred Compensation Plan	59	52%	18	33%	16	53%	12	75%	13	100%
Bereavement Leave	111	97%	53	96%	29	97%	16	100%	13	100%
Cafeteria Plan	62	54%	26	47%	14	47%	14	88%	8	62%

AGENCY WORKFORCE

7.4. Does your agency contribute to the following benefits for full-time employees?	Statewide		Population up to 20,000 (55 Agencies)		Population 20,001-40,000 (30 Agencies)		Population 40,001-80,000 (16 Agencies)		Population Over 80,001 (13 Agencies)	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Health Insurance	104	91%	47	85%	29	97%	15	94%	13	100%
Dental Insurance	40	35%	8	15%	13	43%	9	56%	10	77%
Life Insurance	89	78%	37	67%	27	90%	13	81%	12	92%
Retirement Program	94	82%	42	76%	23	77%	16	100%	13	100%

AGENCY WORKFORCE

7.5.1. Are professional staff required to participate in ongoing continuing education as a condition of employment?	Total Agencies	
	Number	Percent
114 Statewide	73	64%
55 Population up to 20,000	37	67%
30 Population between 20,001 and 40,000	18	60%
16 Population between 40,001 and 80,000	9	56%
13 Population over 80,001	9	69%

AGENCY WORKFORCE

7.5.2. Do your staff (full/part-time) participate in the following professional development programs?	Statewide		Population up to 20,000 (55 Agencies)		Population 20,001-40,000 (30 Agencies)		Population 40,001-80,000 (16 Agencies)		Population Over 80,001 (13 Agencies)	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Computer-Based Training	106	93%	49	89%	28	93%	16	100%	13	100%
Continuing Education Training	114	100%	55	100%	30	100%	16	100%	13	100%
College Course(s)	54	47%	23	42%	14	47%	8	50%	9	69%
Satellite Education Programs	105	92%	49	89%	27	90%	16	100%	13	100%

AGENCY WORKFORCE

7.6.1. Is your Administrator a Registered Nurse?

	Total Agencies	
	Number	Percent
114 Statewide	49	43%
55 Population up to 20,000	30	55%
30 Population between 20,001 and 40,000	11	37%
16 Population between 40,001 and 80,000	8	50%
13 Population over 80,001	0	0%

AGENCY WORKFORCE

7.6.2. Is your Administrator an Advanced Practice Registered Nurse?

	Total Agencies	
	Number	Percent
114 Statewide	4	4%
55 Population up to 20,000	1	2%
30 Population between 20,001 and 40,000	1	3%
16 Population between 40,001 and 80,000	2	13%
13 Population over 80,001	0	0%

AGENCY WORKFORCE

7.6.3. Staffing Positions:

Administrator	100%		75-99%		50-74%		25-49%		Less than 25%	
Time devoted to administrative duties.	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
114 Statewide	64	56%	26	23%	20	18%	4	4%	0	0%
55 Population up to 20,000	23	42%	15	27%	14	25%	3	5%	0	0%
30 Population between 20,001 and 40,000	15	50%	8	27%	6	20%	1	3%	0	0%
16 Population between 40,001 and 80,000	15	94%	1	6%	0	0%	0	0%	0	0%
13 Population over 80,001	11	85%	2	15%	0	0%	0	0%	0	0%

AGENCY WORKFORCE

7.6.3.2. Administrator has successfully completed training on Incident Command System?

		Total Agencies	
		Number	Percent
114	Statewide	73	64%
55	Population up to 20,000	27	49%
30	Population between 20,001 and 40,000	21	70%
16	Population between 40,001 and 80,000	15	94%
13	Population over 80,001	10	77%

AGENCY WORKFORCE

7.6.4. Staffing Positions:
Administrator

		Doctorate		Master's		Baccalaureate		Associate		High School	
	Highest Educational Level of Administrator	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
114	Statewide	4	4%	25	22%	34	30%	29	25%	22	19%
55	Population up to 20,000	1	2%	4	7%	17	31%	20	36%	13	24%
30	Population between 20,001 and 40,000	0	0%	9	30%	5	17%	8	27%	8	27%
16	Population between 40,001 and 80,000	0	0%	4	25%	10	63%	1	6%	1	6%
13	Population over 80,001	3	23%	8	62%	2	15%	0	0%	0	0%

AGENCY WORKFORCE

7.6.5. Staffing Positions:
Administrator

		21 or more years		11-20 years		6-10 years		3-5 years		0-2 years	
	How many years of service as Administrator/Director of this agency.	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
114	Statewide	14	12%	25	22%	29	25%	24	21%	22	19%
55	Population up to 20,000	5	9%	15	27%	12	22%	12	22%	11	20%
30	Population between 20,001 and 40,000	5	17%	8	27%	6	20%	6	20%	5	17%
16	Population between 40,001 and 80,000	4	25%	2	13%	4	25%	4	25%	2	13%
13	Population over 80,001	0	0%	0	0%	7	54%	2	15%	4	31%

AGENCY WORKFORCE

7.6.6. Staffing Positions:
Administrator

		Total Agencies	
	Is Administrator/Director currently working toward a baccalaureate degree?	Number	Percent
114	Statewide	8	7%
55	Population up to 20,000	4	7%
30	Population between 20,001 and 40,000	4	13%
16	Population between 40,001 and 80,000	0	0%
13	Population over 80,001	0	0%

AGENCY WORKFORCE

7.6.7. Staffing Positions: Administrator		$75,000 or over		$55,000-74,999		$40,000-54,999		$30,000-39,999		$20,000-29,999	
Annual salary of Administrator/Director		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
114	Statewide	13	11%	17	15%	50	44%	31	27%	3	3%
55	Population up to 20,000	0	0%	3	5%	30	55%	20	36%	2	4%
30	Population between 20,001 and 40,000	2	7%	3	10%	15	50%	9	30%	1	3%
16	Population between 40,001 and 80,000	0	0%	11	69%	3	19%	2	13%	0	0%
13	Population over 80,001	11	85%	0	0%	2	15%	0	0%	0	0%

AGENCY WORKFORCE

7.7.1. Staffing Positions: Registered Nurses		Total Agencies	
There are registered nurses on staff.		Number	Percent
114	Statewide	113	99%
55	Population up to 20,000	54	98%
30	Population between 20,001 and 40,000	30	100%
16	Population between 40,001 and 80,000	16	100%
13	Population over 80,001	13	100%

AGENCY WORKFORCE

7.7.1.1. & 7.7.1.2. Staffing Positions: Registered Nurses		Total Registered Nurses		Full-Time Registered Nurses		Part-Time Registered Nurses	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	688	23%	529	77%	159	23%
55	Population up to 20,000	208	26%	149	72%	59	28%
30	Population between 20,001 and 40,000	133	27%	104	78%	29	22%
16	Population between 40,001 and 80,000	114	27%	88	77%	26	23%
13	Population over 80,001	233	18%	188	81%	45	19%

*Percent of total Workforce

AGENCY WORKFORCE

7.7.1.3. & 7.7.1.4 Staffing Positions: Registered Nurses		Total Advanced Practice Registered Nurses		Full-Time Advanced Practice Registered Nurses		Part-Time Advanced Practice Registered Nurses	
Number of Advanced Practice Registered Nurses.		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	55	8%	35	64%	20	36%
55	Population up to 20,000	9	4%	3	33%	6	67%
30	Population between 20,001 and 40,000	6	5%	3	50%	3	50%
16	Population between 40,001 and 80,000	11	10%	8	73%	3	27%
13	Population over 80,001	29	12%	21	72%	8	28%

*Percent of total Registered Nurses

***NOTE: Due to a database problem, education data for Registered Nurses is not available.**

AGENCY WORKFORCE

7.7.3. Staffing Positions:

Registered Nurses

Number of Registered Nurses currently working toward higher degree.

		Number	Percent
114	Statewide	36	5%
55	Population up to 20,000	11	5%
30	Population between 20,001 and 40,000	5	4%
16	Population between 40,001 and 80,000	9	8%
13	Population over 80,001	11	5%

AGENCY WORKFORCE

7.7.4. Staffing Positions:

Registered Nurses

Number of nurses certified by American Nurse Credentialing Center (ANCC) as a community health nurse.

		Number	Percent
114	Statewide	24	3%
55	Population up to 20,000	7	3%
30	Population between 20,001 and 40,000	9	7%
16	Population between 40,001 and 80,000	2	2%
13	Population over 80,001	6	3%

AGENCY WORKFORCE

7.7.5. Staffing Positions:

Registered Nurses

Number of nurses (who do not have a BSN) who have completed a baccalaureate level course in the principles of community/public health nursing.

		Number
114	Statewide	48
55	Population up to 20,000	12
30	Population between 20,001 and 40,000	13
16	Population between 40,001 and 80,000	11
13	Population over 80,001	12

AGENCY WORKFORCE

7.7.5.2. Staffing Positions:

Registered Nurses

	Number nursing.	Number	Percent
114	Statewide	457	66%
55	Population up to 20,000	151	73%
30	Population between 20,001 and 40,000	92	69%
16	Population between 40,001 and 80,000	89	78%
13	Population over 80,001	125	54%

AGENCY WORKFORCE

7.7.6. Staffing Positions:

Registered Nurses

	Number training on Incident Command System.	Number	Percent
114	Statewide	197	29%
55	Population up to 20,000	35	17%
30	Population between 20,001 and 40,000	26	20%
16	Population between 40,001 and 80,000	28	25%
13	Population over 80,001	108	46%

AGENCY WORKFORCE

7.7.7. Staffing Positions:		**$40,000-54,999**		**$30,000-39,999**		**$20,000-29,999**	
Registered Nurses							
	Annual salary of full-time registered nurses.	Number	Percent	Number	Percent	Number	Percent
114	Statewide	21	19%	77	71%	11	10%
55	Population up to 20,000	4	8%	43	84%	4	8%
30	Population between 20,001 and 40,000	5	17%	18	62%	6	21%
16	Population between 40,001 and 80,000	3	19%	12	75%	1	6%
13	Population over 80,001	9	69%	4	31%	0	0%

Note: Percentages based on 109 agencies that have full-time registered nurses.

AGENCY WORKFORCE

7.8.1. Staffing Positions:

Licensed Practical Nurses		**Total Agencies**	
	There are licensed practical nurses on staff.	Number	Percent
114	Statewide	63	55%
55	Population up to 20,000	35	64%
30	Population between 20,001 and 40,000	12	40%
16	Population between 40,001 and 80,000	9	56%
13	Population over 80,001	7	54%

AGENCY WORKFORCE

	7.8.1.1. Staffing Positions: Licensed Practical Nurses	Total Licensed Practical Nurses		Full-Time Licensed Practical Nurses		Part-Time Licensed Parctical Nurses	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	125	4%	89	71%	36	29%
55	Population up to 20,000	64	8%	42	66%	22	34%
30	Population between 20,001 and 40,000	23	5%	16	70%	7	30%
16	Population between 40,001 and 80,000	19	5%	15	79%	4	21%
13	Population over 80,001	19	1%	16	84%	3	16%

*Percent of total Workforce

AGENCY WORKFORCE

7.8.1.3. Staffing Positions:
Licensed Practical Nurses

	Number of licensed practical nurses who successfully completed training on Incident Command System.	Number	Percent
114	Statewide	20	16%
55	Population up to 20,000	8	13%
30	Population between 20,001 and 40,000	6	26%
16	Population between 40,001 and 80,000	1	5%
13	Population over 80,001	5	26%

AGENCY WORKFORCE

	7.8.2. Staffing Positions: Licensed Practical Nurses	$30,000-39,999		$20,000-29,999	
	Annual salary of full-time licensed practical nurses.	Number	Percent	Number	Percent
114	Statewide	9	18%	40	82%
55	Population up to 20,000	3	13%	21	88%
30	Population between 20,001 and 40,000	1	10%	9	90%
16	Population between 40,001 and 80,000	1	11%	8	89%
13	Population over 80,001	4	67%	2	33%

Note: Percentages based on 49 agencies that have full-time licensed practical nurses.

AGENCY WORKFORCE

7.9.1. Staffing Positions:

	Environmental Specialists/Sanitarians There are Environmental Specialists/Sanitarians on staff.	Total Agencies Number	Percent
114	Statewide	103	90%
55	Population up to 20,000	47	85%
30	Population between 20,001 and 40,000	29	97%
16	Population between 40,001 and 80,000	15	94%
13	Population over 80,001	12	92%

AGENCY WORKFORCE

	7.9.1. Staffing Positions: Environmental Specialists/Sanitarians	Total Environmental Specialists/ Sanitarians		Full-Time Environmental Specialists/ Sanitarians		Part-Time Environmental Specialists/ Sanitarians	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	379	12%	315	83%	64	17%
55	Population up to 20,000	46	6%	19	41%	27	59%
30	Population between 20,001 and 40,000	41	8%	36	88%	5	12%
16	Population between 40,001 and 80,000	38	9%	36	95%	2	5%
13	Population over 80,001	254	19%	224	88%	30	12%

*Percent of total Workforce

AGENCY WORKFORCE

	7.9.3. Staffing Positions: Environmental Specialists/Sanitarians	Number of Environmental Specialists/Sanitarians	
	Number of environmental specialists who successfully completed training on Incident Command System.	Number	Percent
114	Statewide	198	52%
55	Population up to 20,000	12	26%
30	Population between 20,001 and 40,000	15	37%
16	Population between 40,001 and 80,000	12	32%
13	Population over 80,001	159	63%

***NOTE: Due to a database problem, education data for Environmental Specialists/Sanitarians is not available.**

AGENCY WORKFORCE

	7.9.4. Staffing Positions: Environmental Specialists/Sanitarians	$40,000-54,999		$30,000-39,999		$20,000-29,999		$0-19,999	
	Annual salary of full-time environmental specialists/sanitarians.	Number	Percent	Number	Percent	Number	Percent	Number	Percent
114	Statewide	8	11%	42	59%	20	28%	1	1%
55	Population up to 20,000	0	0%	11	61%	6	33%	1	6%
30	Population between 20,001 and 40,000	2	7%	16	59%	9	33%	0	0%
16	Population between 40,001 and 80,000	2	14%	8	57%	4	29%	0	0%
13	Population over 80,001	4	33%	7	58%	1	8%	0	0%

Note: Percentages based on 71 agencies that have full-time environmental specialists/sanitarians.

AGENCY WORKFORCE

7.9.5.1. Staffing Positions: Environmental Specialists/Sanitarians

		Number of Environmental Specialists/Sanitarians	
Number of state certified environmental specialists/sanitarians.		Number	Percent
114	Statewide	67	18%
55	Population up to 20,000	12	26%
30	Population between 20,001 and 40,000	21	51%
16	Population between 40,001 and 80,000	8	21%
13	Population over 80,001	26	10%

AGENCY WORKFORCE

7.9.5.2. Staffing Positions: Environmental Specialists/Sanitarians

		Number of Environmental Specialists/Sanitarians	
Number of national registered environmental specialists/sanitarians.		Number	Percent
114	Statewide	19	5%
55	Population up to 20,000	1	2%
30	Population between 20,001 and 40,000	4	10%
16	Population between 40,001 and 80,000	3	8%
13	Population over 80,001	11	4%

AGENCY WORKFORCE

7.10.1. Staffing Positions: Nutritionists

		Total Agencies	
There are nutritionists on staff.		Number	Percent
114	Statewide	82	72%
55	Population up to 20,000	40	73%
30	Population between 20,001 and 40,000	20	67%
16	Population between 40,001 and 80,000	13	81%
13	Population over 80,001	9	69%

AGENCY WORKFORCE

7.10.1.1. Staffing Positions: Nutritionists

		Total Nutritionists		Full-Time Nutritionists		Part-Time Nutritionists	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	98	3%	58	59%	40	41%
55	Population up to 20,000	35	4%	12	34%	23	66%
30	Population between 20,001 and 40,000	25	5%	15	60%	10	40%
16	Population between 40,001 and 80,000	20	5%	16	80%	4	20%
13	Population over 80,001	18	1%	15	83%	3	17%

*Percent of total Workforce

***NOTE: Due to a database problem, education data for Nutritionists is not available.**

AGENCY WORKFORCE

7.10.3. Staffing Positions: Nutritionists		$40,000-54,999		$30,000-39,999		$20,000-29,999	
Annual salary of full-time nutritionists.		Number	Percent	Number	Percent	Number	Percent
114	Statewide	6	14%	22	51%	15	35%
55	Population up to 20,000	0	0%	6	50%	6	50%
30	Population between 20,001 and 40,000	2	17%	6	50%	4	33%
16	Population between 40,001 and 80,000	0	0%	6	60%	4	40%
13	Population over 80,001	4	44%	4	44%	1	11%

Note: Percentages based on 43 agencies that have full-time nutritionists.

AGENCY WORKFORCE

7.11.1. Staffing Positions: Dieticians		Total Agencies	
There are Dieticians on staff.		Number	Percent
114	Statewide	26	23%
55	Population up to 20,000	10	18%
30	Population between 20,001 and 40,000	2	7%
16	Population between 40,001 and 80,000	6	38%
13	Population over 80,001	8	62%

AGENCY WORKFORCE

7.11.1.1. Staffing Positions: Dieticians		Total Dieticians		Full-Time Dieticians		Part-Time Dieticians	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	31	1%	17	55%	14	45%
55	Population up to 20,000	11	1%	2	18%	9	82%
30	Population between 20,001 and 40,000	3	1%	2	67%	1	33%
16	Population between 40,001 and 80,000	7	2%	5	71%	2	29%
13	Population over 80,001	10	1%	8	80%	2	20%

*Percent of total Workforce

***NOTE: Due to a database problem, education data for Dieticians is not available.**

AGENCY WORKFORCE

7.11.3. Staffing Positions: Dieticians		$55,000-74,999		$40,000-54,999		$30,000-39,999	
Annual salary of full-time dieticians.		Number	Percent	Number	Percent	Number	Percent
114	Statewide	1	8%	1	8%	10	83%
55	Population up to 20,000	0	0%	0	0%	1	100%
30	Population between 20,001 and 40,000	0	0%	0	0%	2	100%
16	Population between 40,001 and 80,000	0	0%	0	0%	3	100%
13	Population over 80,001	1	17%	1	17%	4	67%

Note: Percentages based on 12 agencies that have full-time dieticians.

AGENCY WORKFORCE

7.11.4. Staffing Positions: Dieticians		Total Dieticians	
Number of registered dieticians.		Number	Percent
114	Statewide	29	94%
55	Population up to 20,000	9	82%
30	Population between 20,001 and 40,000	3	100%
16	Population between 40,001 and 80,000	7	100%
13	Population over 80,001	10	100%

AGENCY WORKFORCE

7.12.1. Staffing Positions:		Total Agencies	
There are Health Educators on staff.		Number	Percent
114	Statewide	54	47%
55	Population up to 20,000	22	40%
30	Population between 20,001 and 40,000	14	47%
16	Population between 40,001 and 80,000	8	50%
13	Population over 80,001	10	77%

AGENCY WORKFORCE

7.12.1.1. Staffing Positions: Health Educators		Total Health Educators		Full-Time Health Educators		Part-Time Health Educators	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	82	3%	58	71%	24	29%
55	Population up to 20,000	20	3%	11	55%	9	45%
30	Population between 20,001 and 40,000	15	3%	8	53%	7	47%
16	Population between 40,001 and 80,000	11	3%	7	64%	4	36%
13	Population over 80,001	36	3%	32	89%	4	11%

*Percent of total Workforce

***NOTE: Due to a database problem, education data for Health Educators is not available.**

AGENCY WORKFORCE

7.12.3. Staffing Positions: Health Educators		$40,000-54,999		$30,000-39,999		$20,000-29,999	
Annual salary of full-time health educators.		Number	Percent	Number	Percent	Number	Percent
114	Statewide	7	23%	14	47%	9	30%
55	Population up to 20,000	1	11%	3	33%	5	56%
30	Population between 20,001 and 40,000	0	0%	4	57%	3	43%
16	Population between 40,001 and 80,000	0	0%	3	75%	1	25%
13	Population over 80,001	6	60%	4	40%	0	0%

Note: Percentages based on 30 agencies that have full-time health educators.

AGENCY WORKFORCE

7.12.4. Staffing Positions: Health Educators		Total Health Educators	
Number of Health Educators CHES certified.		Number	Percent
114	Statewide	10	12%
55	Population up to 20,000	4	20%
30	Population between 20,001 and 40,000	1	7%
16	Population between 40,001 and 80,000	0	0%
13	Population over 80,001	5	14%

AGENCY WORKFORCE

7.13.1. Staffing Positions: Social Workers		Total Agencies	
There are Social Workers on staff.		Number	Percent
114	Statewide	18	16%
55	Population up to 20,000	4	7%
30	Population between 20,001 and 40,000	3	10%
16	Population between 40,001 and 80,000	5	31%
13	Population over 80,001	6	46%

AGENCY WORKFORCE

7.13.1.1. Staffing Positions: Social Workers		Total Social Workers		Full-Time Social Workers		Part-Time Social Workers	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	26	1%	18	69%	8	31%
55	Population up to 20,000	5	1%	4	80%	1	20%
30	Population between 20,001 and 40,000	2	0%	1	50%	1	50%
16	Population between 40,001 and 80,000	5	1%	3	60%	2	40%
13	Population over 80,001	14	1%	10	71%	4	29%

*Percent of total Workforce

***NOTE: Due to a database problem, education data for Social Workers is not available.**

AGENCY WORKFORCE

7.13.3. Staffing Positions: Social Workers		$55,000-74,999		$40,000-54,999		$30,000-39,999		$20,000-29,999	
Annual salary of full-time social workers.		Number	Percent	Number	Percent	Number	Percent	Number	Percent
114	Statewide	1	8%	2	15%	7	54%	3	23%
55	Population up to 20,000	0	0%	0	0%	3	100%	0	0%
30	Population between 20,001 and 40,000	0	0%	0	0%	1	100%	0	0%
16	Population between 40,001 and 80,000	0	0%	0	0%	1	33%	2	67%
13	Population over 80,001	1	17%	2	33%	2	33%	1	17%

Note: Percentages based on 13 agencies that have full-time social workers.

AGENCY WORKFORCE

7.13.4. Staffing Positions: Social Workers		Total Social Workers	
Number of licensed social workers.		Number	Percent
114	Statewide	10	38%
55	Population up to 20,000	1	20%
30	Population between 20,001 and 40,000	2	100%
16	Population between 40,001 and 80,000	2	40%
13	Population over 80,001	5	36%

AGENCY WORKFORCE

7.14.1. Staffing Positions:

	Clerical	**Total Agencies**	
There are clerical on staff.		Number	Percent
114	Statewide	112	98%
55	Population up to 20,000	53	96%
30	Population between 20,001 and 40,000	30	100%
16	Population between 40,001 and 80,000	16	100%
13	Population over 80,001	13	100%

AGENCY WORKFORCE

7.14.1.1. Staffing Positions:

	Clerical	**Total Clerical Staff**		**Full-Time Clerical**		**Part-Time Clerical**	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	725	24%	629	87%	96	13%
55	Population up to 20,000	166	21%	137	83%	29	17%
30	Population between 20,001 and 40,000	147	30%	115	78%	32	22%
16	Population between 40,001 and 80,000	128	30%	108	84%	20	16%
13	Population over 80,001	284	21%	269	95%	15	5%

*Percent of total Workforce

***NOTE: Due to a database problem, education data for Clerical is not available.**

AGENCY WORKFORCE

7.14.3. Staffing Positions:

	Clerical	**Number of Clerical**	
Number of clerical who successfully completed training on Incident Command System.		Number	Percent
114	Statewide	118	16%
55	Population up to 20,000	22	13%
30	Population between 20,001 and 40,000	19	13%
16	Population between 40,001 and 80,000	13	10%
13	Population over 80,001	64	23%

AGENCY WORKFORCE

7.14.4. Staffing Positions: Clerical		$30,000-39,999		$20,000-29,999		$0-$19,999	
Annual salary of full-time clerical.		Number	Percent	Number	Percent	Number	Percent
114	Statewide	5	5%	72	65%	33	30%
55	Population up to 20,000	1	2%	36	71%	14	27%
30	Population between 20,001 and 40,000	1	3%	17	57%	12	40%
16	Population between 40,001 and 80,000	1	6%	9	56%	6	38%
13	Population over 80,001	2	15%	10	77%	1	8%

Note: Percentages based on 110 agencies that have full-time clerical.

AGENCY WORKFORCE

7.15.1. Staffing Positions: Epi Specialists (CERT)		Total Agencies	
There are epi specialists (CERT) on staff.		Number	Percent
114	Statewide	23	20%
55	Population up to 20,000	3	5%
30	Population between 20,001 and 40,000	3	10%
16	Population between 40,001 and 80,000	4	25%
13	Population over 80,001	13	100%

AGENCY WORKFORCE

7.15.1.1. Staffing Positions: Epi Specialists (CERT)		Epi Specialists (CERT)		Full-Time Epi Specialists (CERT)	
		Number	Percent*	Number	Percent
114	Statewide	29	1%	29	100%
55	Population up to 20,000	2	0%	2	100%
30	Population between 20,001 and 40,000	3	1%	3	100%
16	Population between 40,001 and 80,000	4	1%	4	100%
13	Population over 80,001	20	2%	20	100%

*Percent of total Workforce

***NOTE: Due to a database problem, education data for Epi Specialists is not available.**

AGENCY WORKFORCE

7.15.3. Staffing Positions: Epi Specialists (CERT)		Number of Epi Specialists	
Number of epi specialists who successfully completed training on Incident Command System.		Number	Percent
114	Statewide	23	79%
55	Population up to 20,000	2	100%
30	Population between 20,001 and 40,000	2	67%
16	Population between 40,001 and 80,000	3	75%
13	Population over 80,001	16	80%

AGENCY WORKFORCE

7.15.4. Staffing Positions: Epi Specialists (CERT)		$55,000-74,999		$40,000-54,999		$30,000-39,999	
Annual salary of full-time epi specialists (CERT)		Number	Percent	Number	Percent	Number	Percent
114	Statewide	2	9%	14	64%	6	27%
55	Population up to 20,000	0	0%	1	50%	1	50%
30	Population between 20,001 and 40,000	0	0%	2	67%	1	33%
16	Population between 40,001 and 80,000	0	0%	4	100%	0	0%
13	Population over 80,001	2	15%	7	54%	4	31%

Note: Percentages based on 22 agencies that have full-time Epi Specialists (CERT).

AGENCY WORKFORCE

7.16.1. Staffing Positions: Emergency Response Planners (CERT)		Total Agencies	
There are Emergency Response Planners (CERT) on staff.		Number	Percent
114	Statewide	34	30%
55	Population up to 20,000	5	9%
30	Population between 20,001 and 40,000	7	23%
16	Population between 40,001 and 80,000	9	56%
13	Population over 80,001	13	100%

AGENCY WORKFORCE

	7.16.1.1. Staffing Positions: Emergency Response Planners (CERT)	**Total Emergency Response Planners**		**Full-Time Emer. Resp. Planners (CERT)**		**Part-Time Emer. Resp. Planners (CERT)**	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	34	1%	31	91%	3	9%
55	Population up to 20,000	5	1%	3	60%	2	40%
30	Population between 20,001 and 40,000	6	1%	5	83%	1	17%
16	Population between 40,001 and 80,000	9	2%	9	100%	0	0%
13	Population over 80,001	14	1%	14	100%	0	0%

*Percent of total Workforce

AGENCY WORKFORCE

	7.16.3. Staffing Positions: Emergency Response Planners (CERT)	**Number of Emergency Response Planners**	
	Number of emergency response planners who successfully completed training on Incident Command System.	Number	Percent
114	Statewide	32	94%
55	Population up to 20,000	4	80%
30	Population between 20,001 and 40,000	6	100%
16	Population between 40,001 and 80,000	8	89%
13	Population over 80,001	14	100%

***NOTE: Due to a database problem, education data for Emergency Response Planners is not available.**

AGENCY WORKFORCE

	7.16.4. Staffing Positions: Emergency Response Planners (CERT)	**$55,000-74,999**		**$40,000-54,999**		**$30,000-39,999**	
	Annual salary of full-time emergency response planners (CERT)	Number	Percent	Number	Percent	Number	Percent
114	Statewide	1	3%	22	73%	7	23%
55	Population up to 20,000	0	0%	1	33%	2	67%
30	Population between 20,001 and 40,000	0	0%	3	60%	2	40%
16	Population between 40,001 and 80,000	0	0%	8	89%	1	11%
13	Population over 80,001	1	8%	10	77%	2	15%

Note: Percentages based on 30 agencies that have full-time emergency response planners (CERT)

AGENCY WORKFORCE

7.17.1. Staffing Positions:

	Physicians	**Total Agencies**	
There are physicians on staff.		Number	Percent
114	Statewide	14	12%
55	Population up to 20,000	4	7%
30	Population between 20,001 and 40,000	2	7%
16	Population between 40,001 and 80,000	2	13%
13	Population over 80,001	6	46%

AGENCY WORKFORCE

	7.17.1.1. Staffing Positions: Physicians	**Total Physicians (On Staff)**		**Full-Time Paid Physicians**		**Part-Time Paid Physicians**	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	8	0%	2	25%	6	75%
55	Population up to 20,000	0	0%	0	0%	0	0%
30	Population between 20,001 and 40,000	1	0%	0	0%	1	100%
16	Population between 40,001 and 80,000	4	1%	0	0%	4	100%
13	Population over 80,001	3	0%	2	67%	1	33%

*Percent of total Workforce

AGENCY WORKFORCE

	7.17.1.3. Staffing Positions: Physicians	**Non-Staff Physicians**	**Retainer Physicians**		**Volunteer Physicians**	
		Number	Number	Percent	Number	Percent
114	Statewide	153	90	55%	63	45%
55	Population up to 20,000	51	28	55%	23	45%
30	Population between 20,001 and 40,000	27	16	59%	11	41%
16	Population between 40,001 and 80,000	40	18	45%	22	55%
13	Population over 80,001	35	28	80%	7	20%

AGENCY WORKFORCE

7.17.2. Staffing Positions:

	Dentists	**Total Agencies**	
There are dentists on staff.		Number	Percent
114	Statewide	4	4%
55	Population up to 20,000	0	0%
30	Population between 20,001 and 40,000	2	7%
16	Population between 40,001 and 80,000	0	0%
13	Population over 80,001	2	15%

7.17.2.1. Staffing Positions: Dentists		Total Dentists (On Staff)		Full-Time Paid Dentists		Part-Time Paid Dentists	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	4	0%	3	75%	1	25%
55	Population up to 20,000	0	0%	0	0%	0	0%
30	Population between 20,001 and 40,000	1	0%	0	0%	1	100%
16	Population between 40,001 and 80,000	0	0%	0	0%	0	0%
13	Population over 80,001	3	0%	3	100%	0	0%

*Percent of total Workforce

AGENCY WORKFORCE

7.17.2.3. Staffing Positions: Dentists		Non-Staff Dentists	Contract Dentists		Volunteer Dentists	
		Number	Number	Percent	Number	Percent
114	Statewide	27	12	44%	15	56%
55	Population up to 20,000	4	0	0%	4	100%
30	Population between 20,001 and 40,000	4	0	0%	4	0%
16	Population between 40,001 and 80,000	8	1	13%	7	88%
13	Population over 80,001	11	11	100%	0	0%

AGENCY WORKFORCE

7.18.1. Staffing Positions: Other		Total Agencies	
There are others on staff.		Number	Percent
114	Statewide	74	65%
55	Population up to 20,000	35	64%
30	Population between 20,001 and 40,000	16	53%
16	Population between 40,001 and 80,000	13	81%
13	Population over 80,001	10	77%

AGENCY WORKFORCE

7.18.1.1. Staffing Positions: Other		Total Other		Full-Time Other		Part-Time Other	
		Number	Percent*	Number	Percent	Number	Percent
114	Statewide	698	23%	548	79%	150	21%
55	Population up to 20,000	175	22%	93	53%	82	47%
30	Population between 20,001 and 40,000	68	14%	29	43%	39	57%
16	Population between 40,001 and 80,000	46	11%	37	80%	9	20%
13	Population over 80,001	409	31%	389	95%	20	5%

*Percent of total Workforce

CHAPTER 3

I. SUMMARY OF SERVICES AND PROGRAMS - 2005

Clinical Services: ninety-nine percent (99%) local public health agencies in Missouri offer immunizations including childhood immunization and 98% offer influenza and pneumonia vaccinations. Nearly all have standing orders for immunizations. Ninety percent (90%) of agencies offer WIC services. A majority of agencies (56%) provided family planning services during the preceding year. Forty-four percent (44%) of agencies provide breast and cervical cancer screening; and approximately 25% of agencies provide well child exams for non-Medicaid children, HCY exams for children covered by Medicaid, and prenatal care. A few local agencies (9%) offer dental sealants, and 11% offer other dental health services. A few agencies (10%) also offer primary care that meets the definition "sick and well care for people of all ages." (See Graphs 5.1 thru 5.1.7.1 and Data Tables 5.1.7.1)

Screening and Testing: ninety-seven 97% of local public health agencies test for tuberculosis. Screening or testing for hypertension, elevated blood lead, HIV, and pregnancy is performed by 90% or more of agencies. Over 80% of agencies screen for diabetes and sexually transmitted diseases. Screening for cholesterol is offered by over 75% of agencies, and over 60% offer vision and hearing screenings and 58% conduct screenings for schools. (See Graphs 5.2 and Data Tables 5.2)

Other Services and Programs: environmental health services are reportedly provided by 113 of the 114 local public health agencies. Ninety percent (90%) or more of agencies inspect childcare facilities, refer women for prenatal care, and offer assistance for people with disability or language barriers to access care. Eighty percent (80%) or more of agencies issue Temporary Medicaid Cards for eligible pregnant women, provide nursing consultation in childcare facilities, assist clients with MC+ applications, and provide nutritional counseling. Other programs and services offered by over half of agencies (54% to 74%) include case management of children with elevated lead levels, prenatal case management, tobacco use prevention programs, women's health programs, and cancer screening and prevention education. A number of agencies (40% to 50%) provide home visits for newborn infants, distribute child safety seats, and conduct prevention and management activities for diabetes and cardiovascular disease.

Home health services are provided by 39 agencies (34%), the same number of agencies that provided home health in 2004. (See Graphs 5.3 and Data Tables 5.3)

CHAPTER 3

II. VARIATION IN SERVICES AND PROGRAMS BY SIZE OF POPULATION SERVED - 2005

Clinical Services: agencies serving populations greater than 80,000 were less likely to offer family planning and WIC services than agencies serving smaller populations. Only 31% of agencies serving populations greater than 80,000 offered family planning services compared to 58% or more of agencies in each of the groups that serve populations less than 80,000. Over 90% of agencies in groups that serve populations less than 80,000 provide WIC services, while only 62% of the largest agencies do so.

Agencies that serve populations between 20,001 and 40,000 are most likely (30%) to provide prenatal care; 13% to 18% of agencies in groups that serve other populations sizes offer prenatal care services.

Twenty-five percent (25%) of agencies serving populations of 40,001 80,000 provide dental sealants, while only 4% to 15% of agencies in groups that serve other populations offer this service. (See Graphs 5.1 and Data Tables 5.1)

Screening and Testing: agencies that serve larger populations are less likely to offer a number of different screenings than agencies serving smaller populations. The percentage of agencies screening for hearing problems, Tuberculosis, pregnancy, HIV and diabetes is lowest for agencies serving populations greater than 80,000.

Eighty-four percent (84%) of agencies that serve populations 20,000 or fewer, and 83% of agencies that serve populations from 20,001 to 40,000 provide cholesterol screening compared to 50% of agencies that serve populations from 40,001 to 80,000, and only 54% of agencies that serve populations over 80,000.

Ninety-four percent (94%) of agencies in the group that serves populations between 40,001 and 80,000 and 98% of agencies in the group that serves populations fewer than 20,000 provide lead screening, compared to 77% of agencies that serve populations over 80,000 and 90% of agencies that serving populations between 20,001 and 40,000.

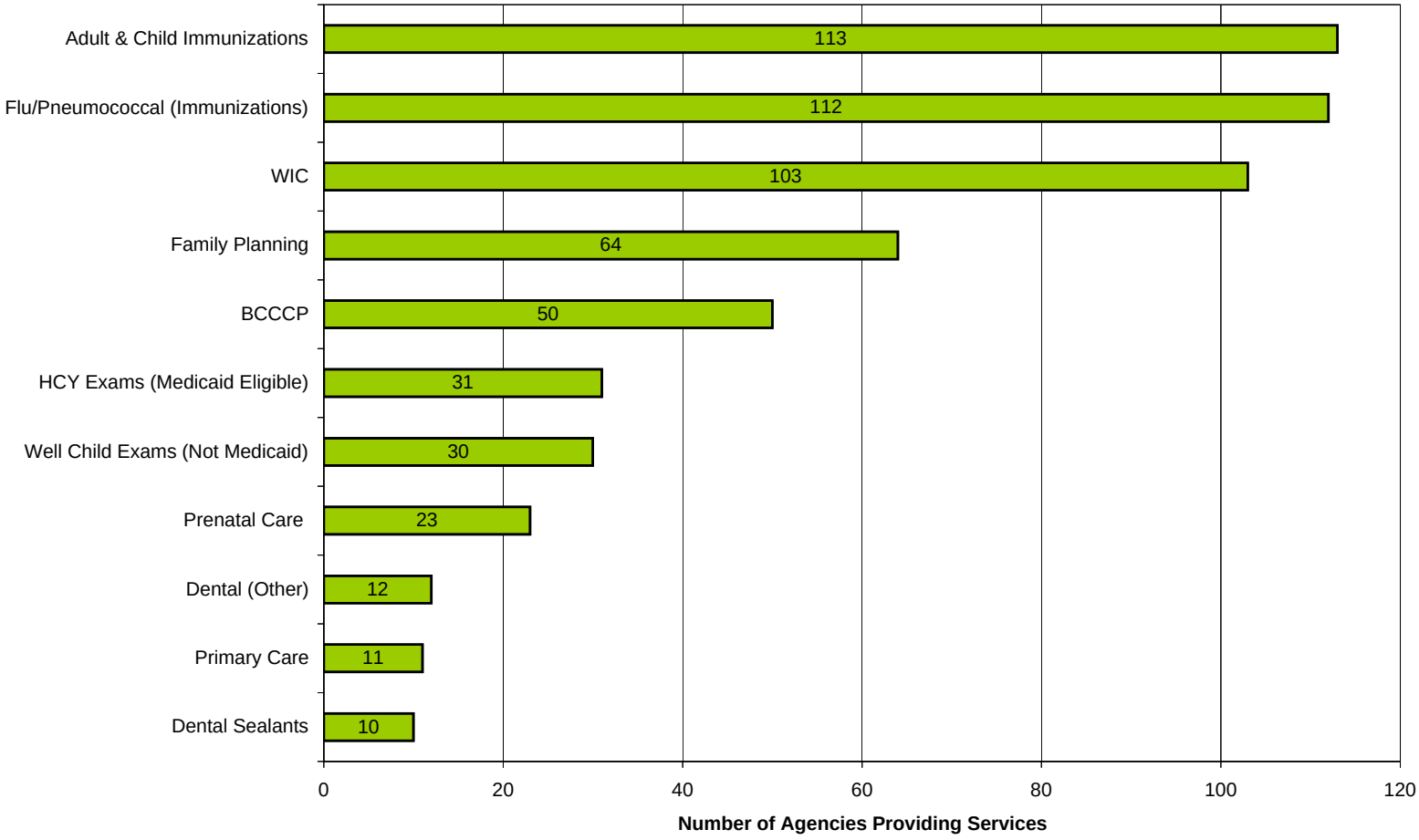
Agencies that serve populations between 40,001 and 80,000 are less likely to provide school health services than agencies in groups that serve other population sizes. (See Graphs 5.2 and Data Tables 5.2)

Other Services and Programs: home health programs are most likely to be offered by agencies serving smaller population sizes. Almost half (47%) of agencies serving populations 20,000 or fewer offer home health services, compared to 33% of those serving populations from 20,001 to 40,000, 19% of agencies serving populations from 40,001 to 80,000; none of the agencies serving populations over 80,000 offer home health services.

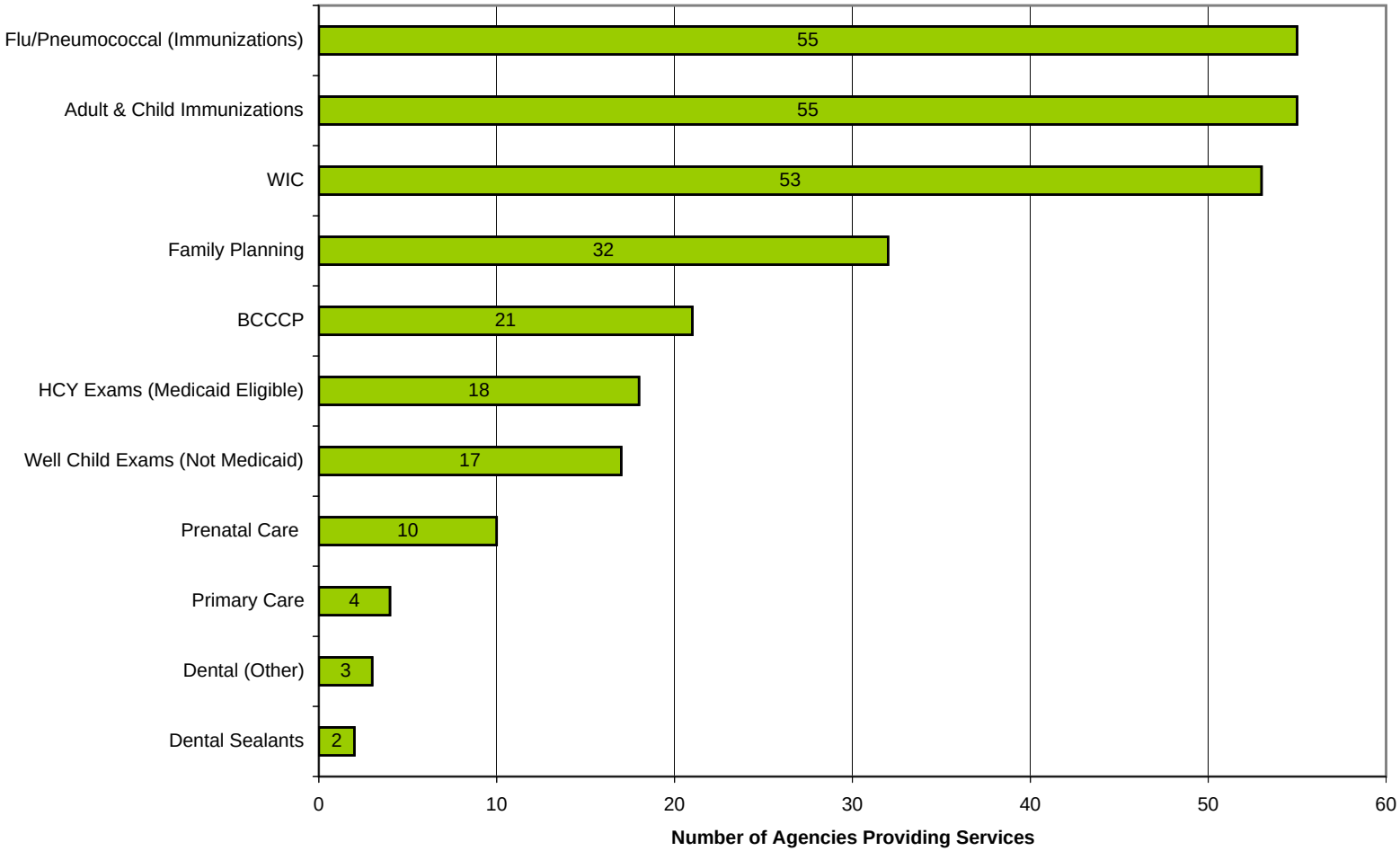
A higher percentage of the agencies in the group that serves populations between 40,001 and 80,000 offer newborn home visits. Sixty-nine percent (69%) of agencies in the group that serves populations between 40,001 and 80,000 provide a car seat program compared to 31% to 47% of agencies in groups that serve other sizes of population. The largest agencies are less likely to provide TEMP Medicaid cards for pregnant women; 62% provide this service compared to over 90% of agencies in each of the groups that serve smaller population sizes.

Other services and programs including child care facility inspections, nurse consultation to childcare providers, prenatal case management, nutritional counseling, MC+ applications, and chronic disease prevention and education programs are provided fairly consistently regardless of agency size. (See Graphs 5.3 and Data Tables 5.3)

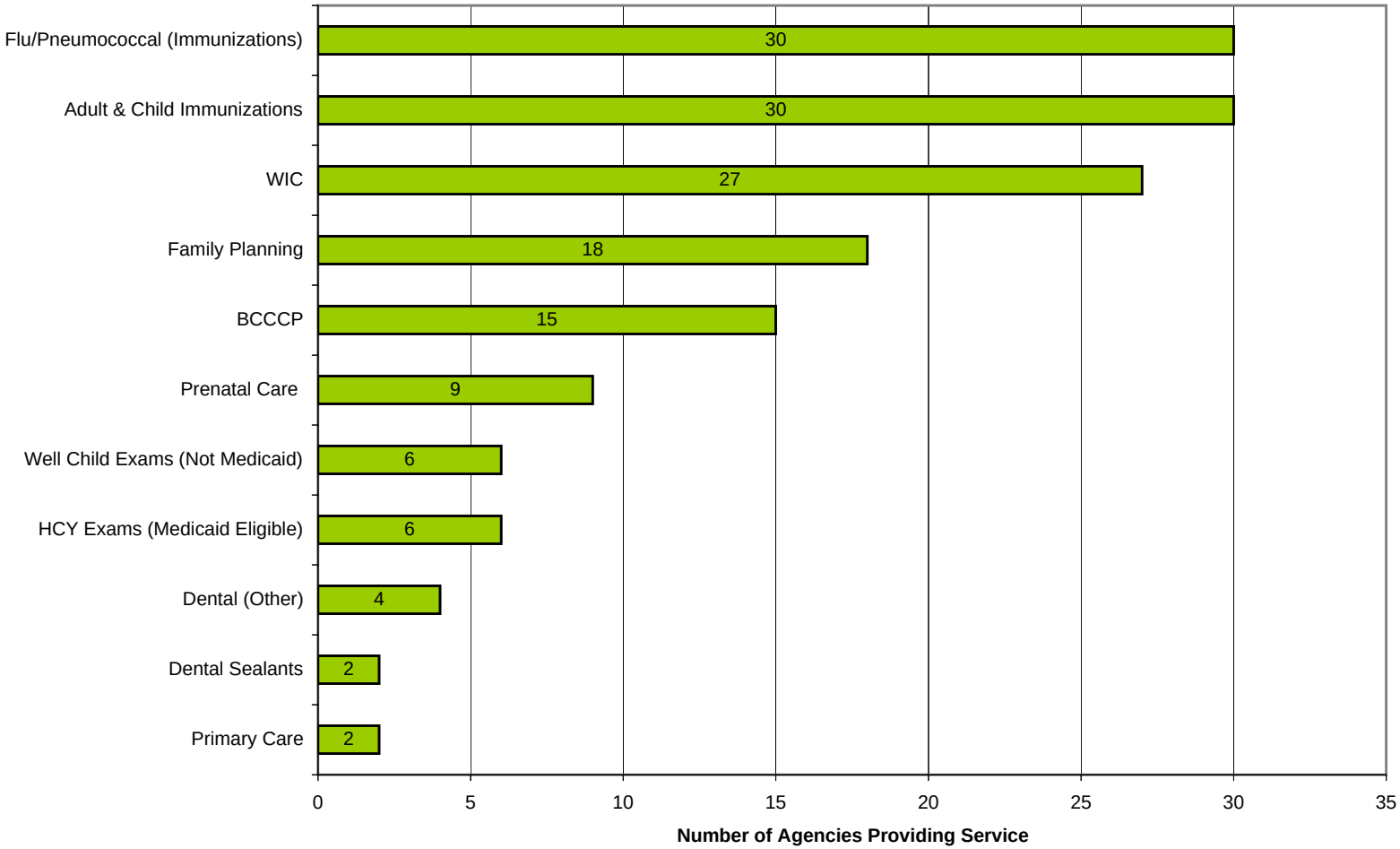
Clinical Services Provided by Local Public Health Agencies 2005 - 5.1
Statewide (114 Agencies)



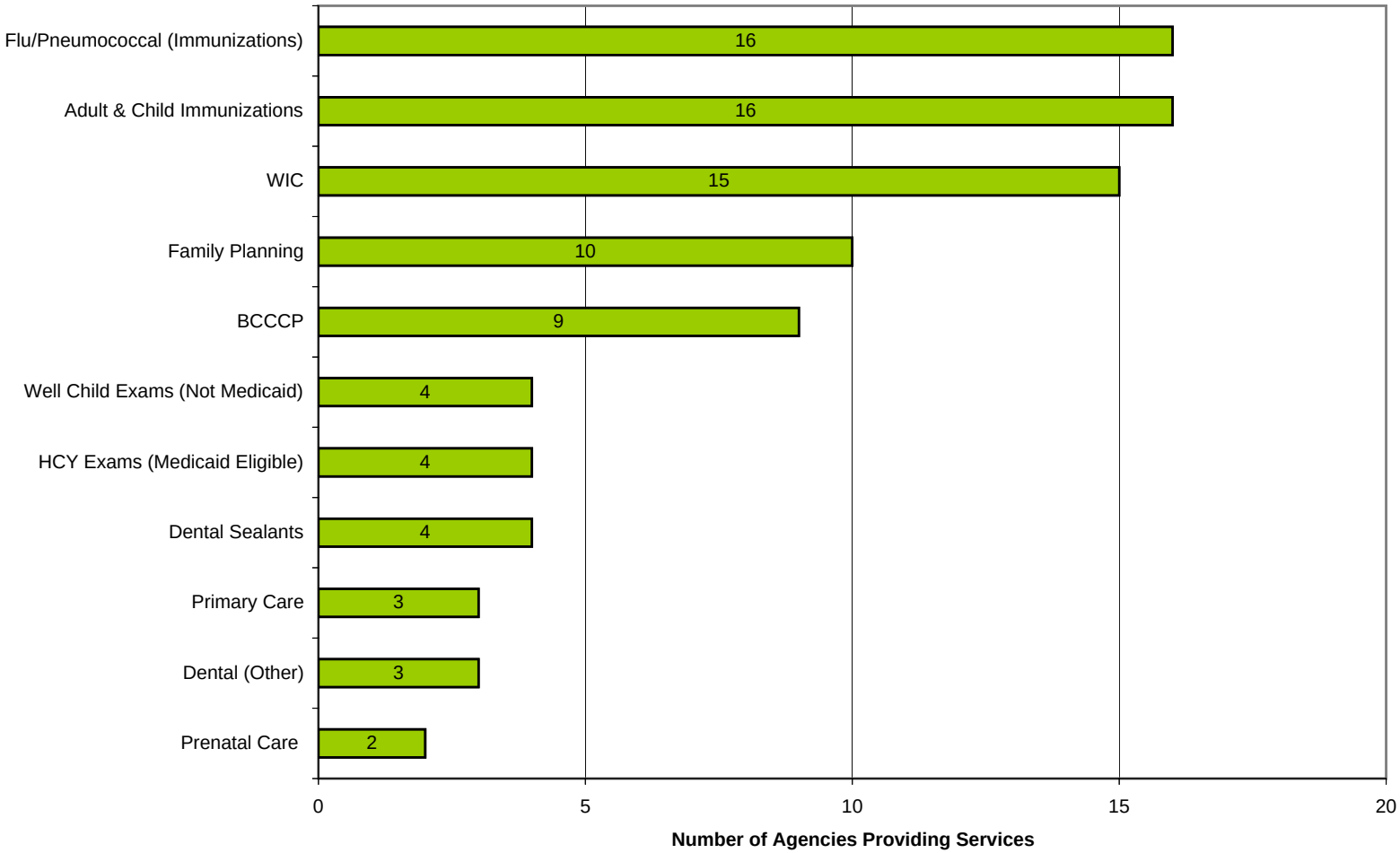
Clinical Services Provided by Local Public Health Agencies 2005 - 5.1
20,000 or Less Population (55 Agencies)



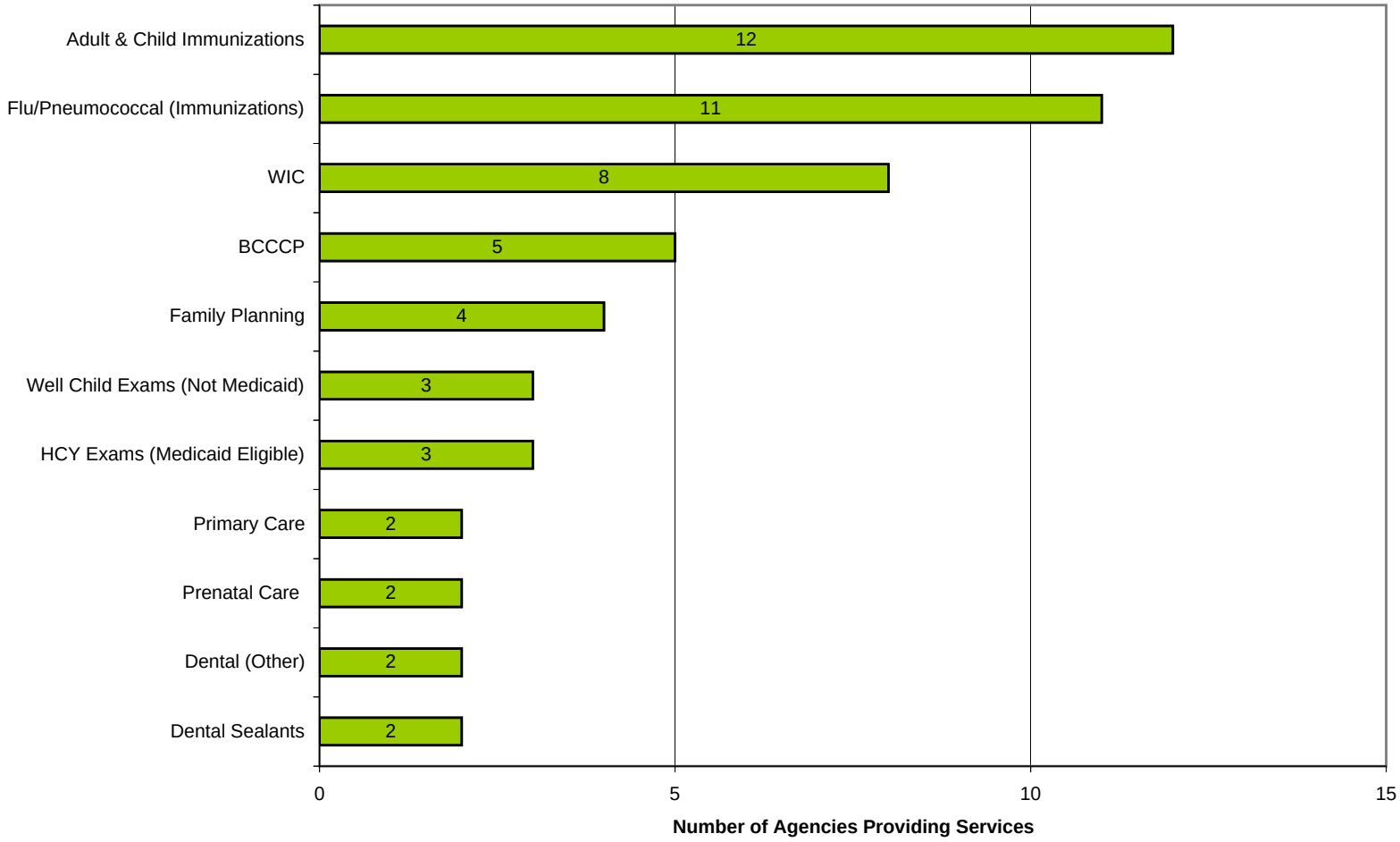
Clinical Services Provided by Local Public Health Agencies 2005 - 5.1
20,001-40,000 Population (30 Agencies)



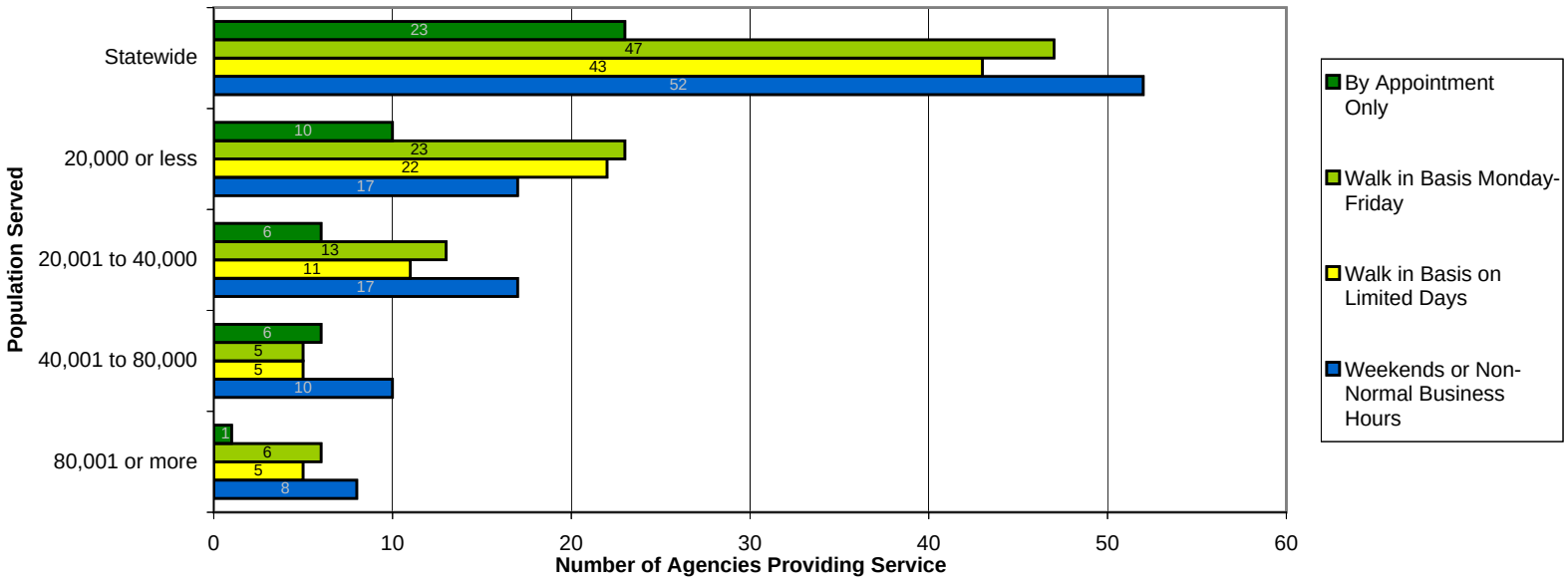
Clinical Services Provided by Local Public Health Agencies 2005 - 5.1
40,001-80,000 Population (16 Agencies)



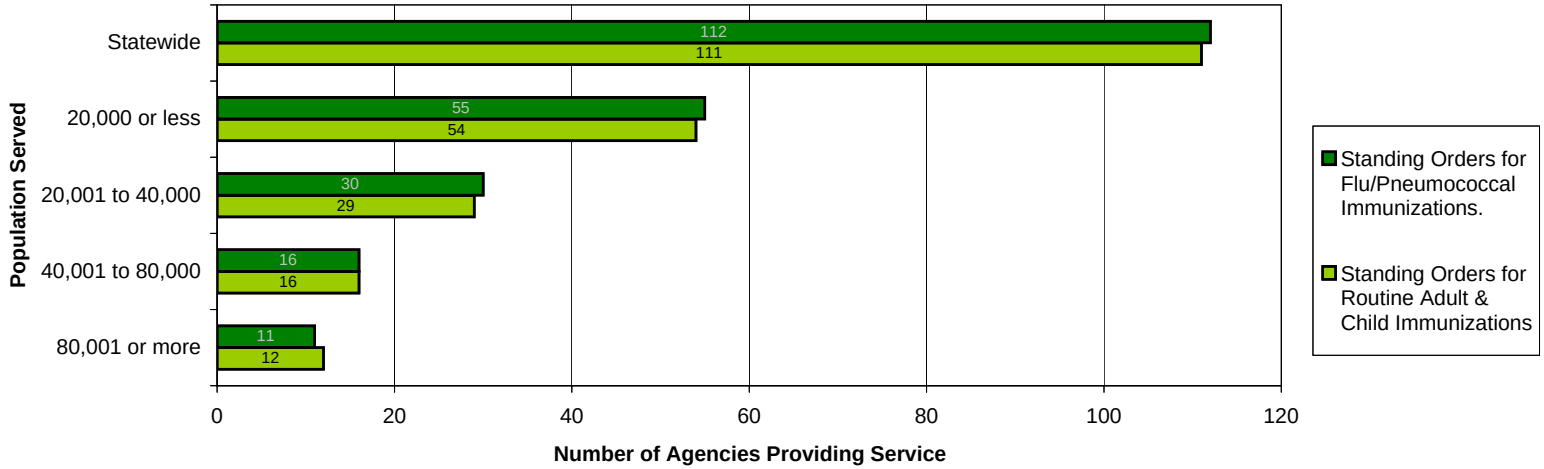
Clinical Services Provided by Local Public Health Agencies 2005 - 5.1
Over 80,001 Population (13 Agencies)



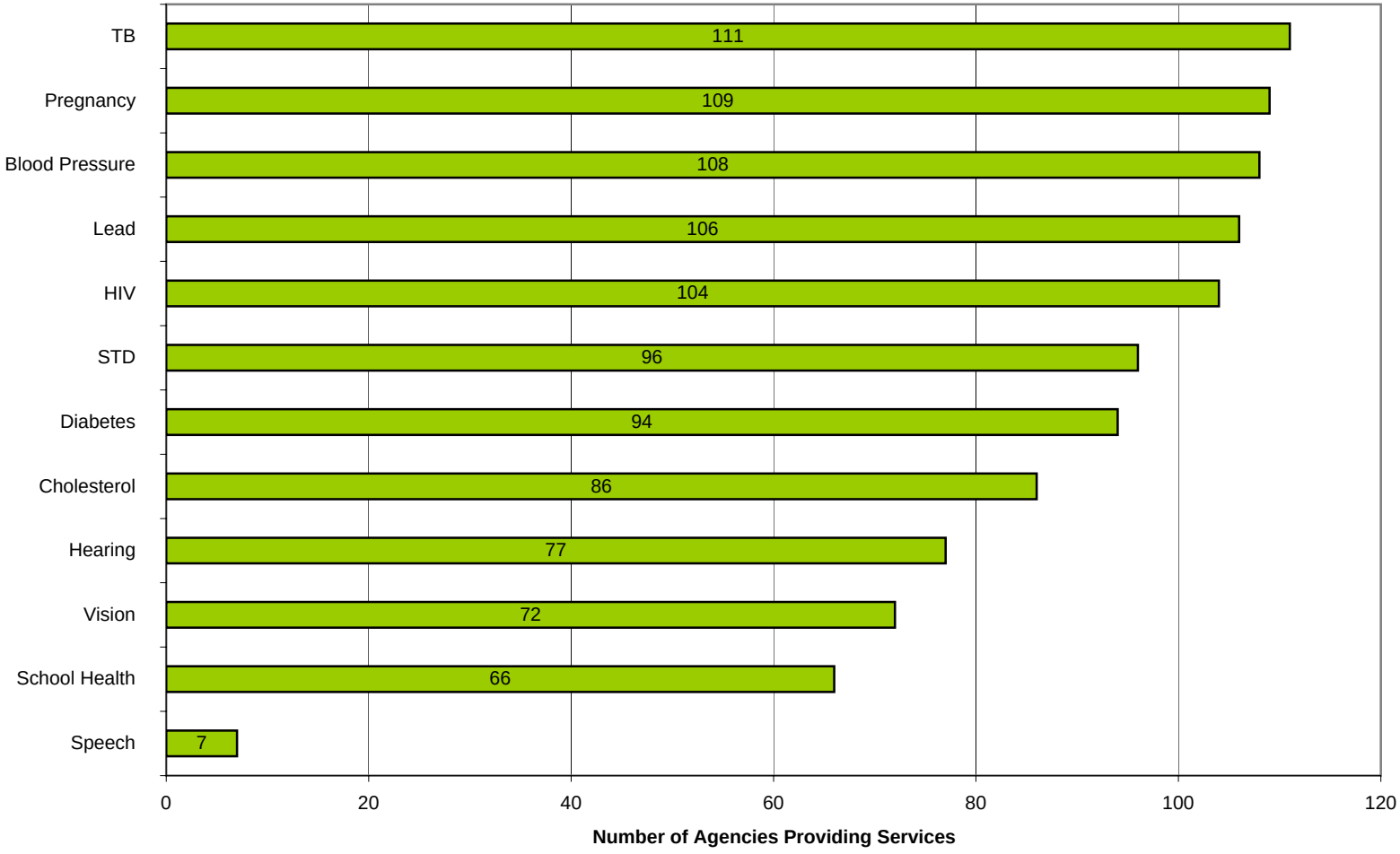
How Are Adult and Child Immunizations Made Available by Agency - 5.1.6.1



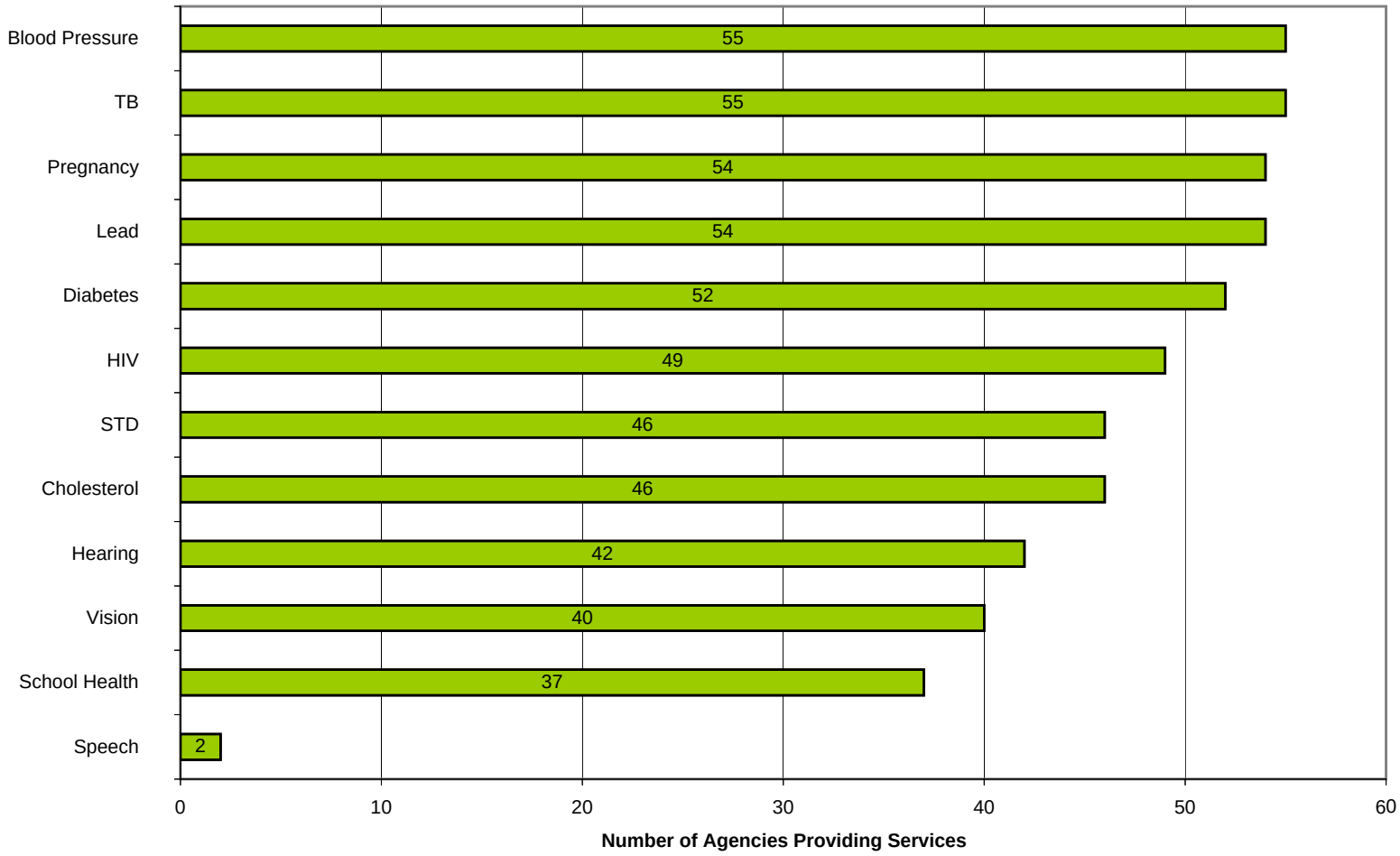
Agency Has Standing Orders - 5.1.6.3 & 5.1.7.1



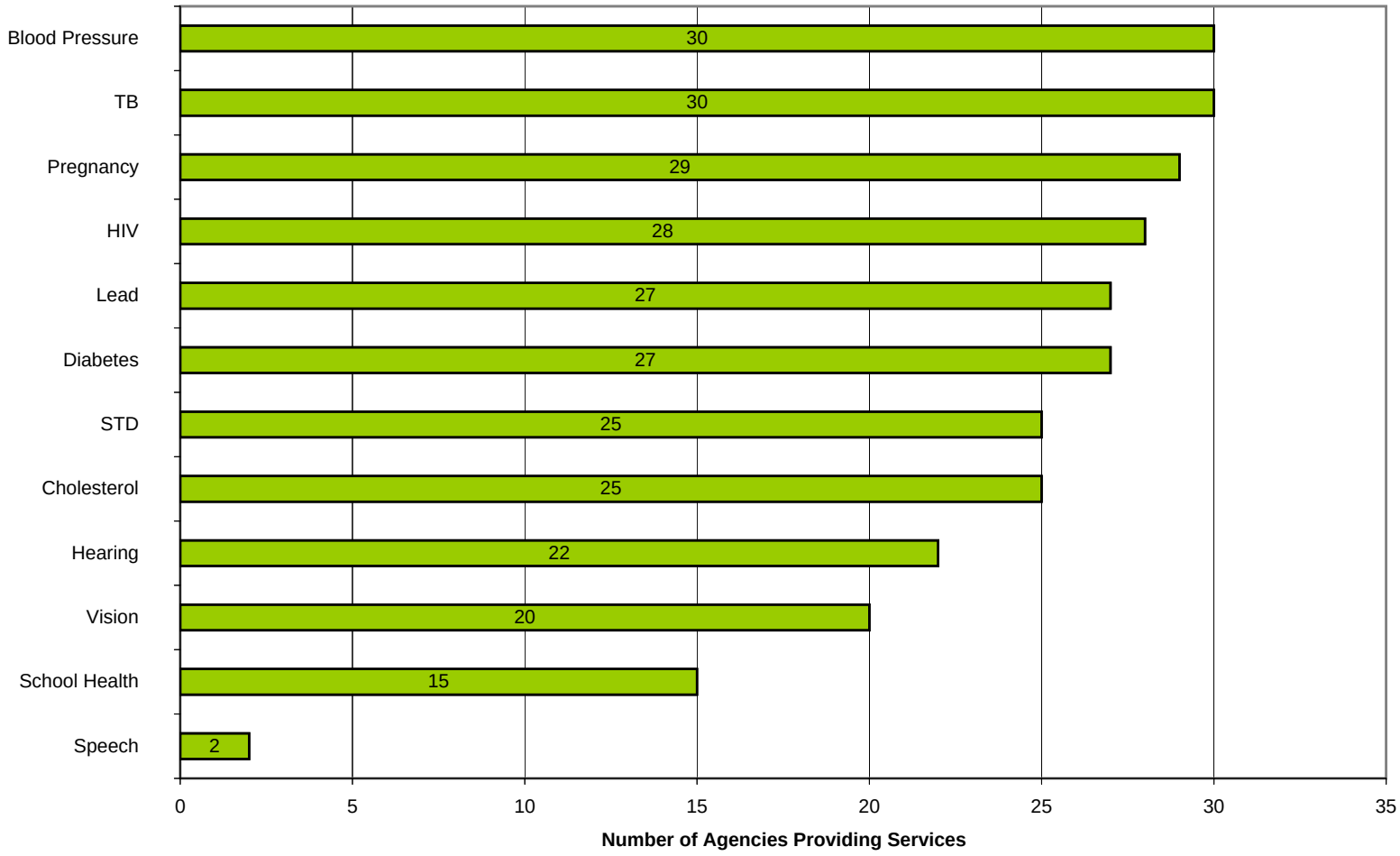
Screening/Testing Provided by Local Public Health Agencies 2005 - 5.2
Statewide (114 Agencies)



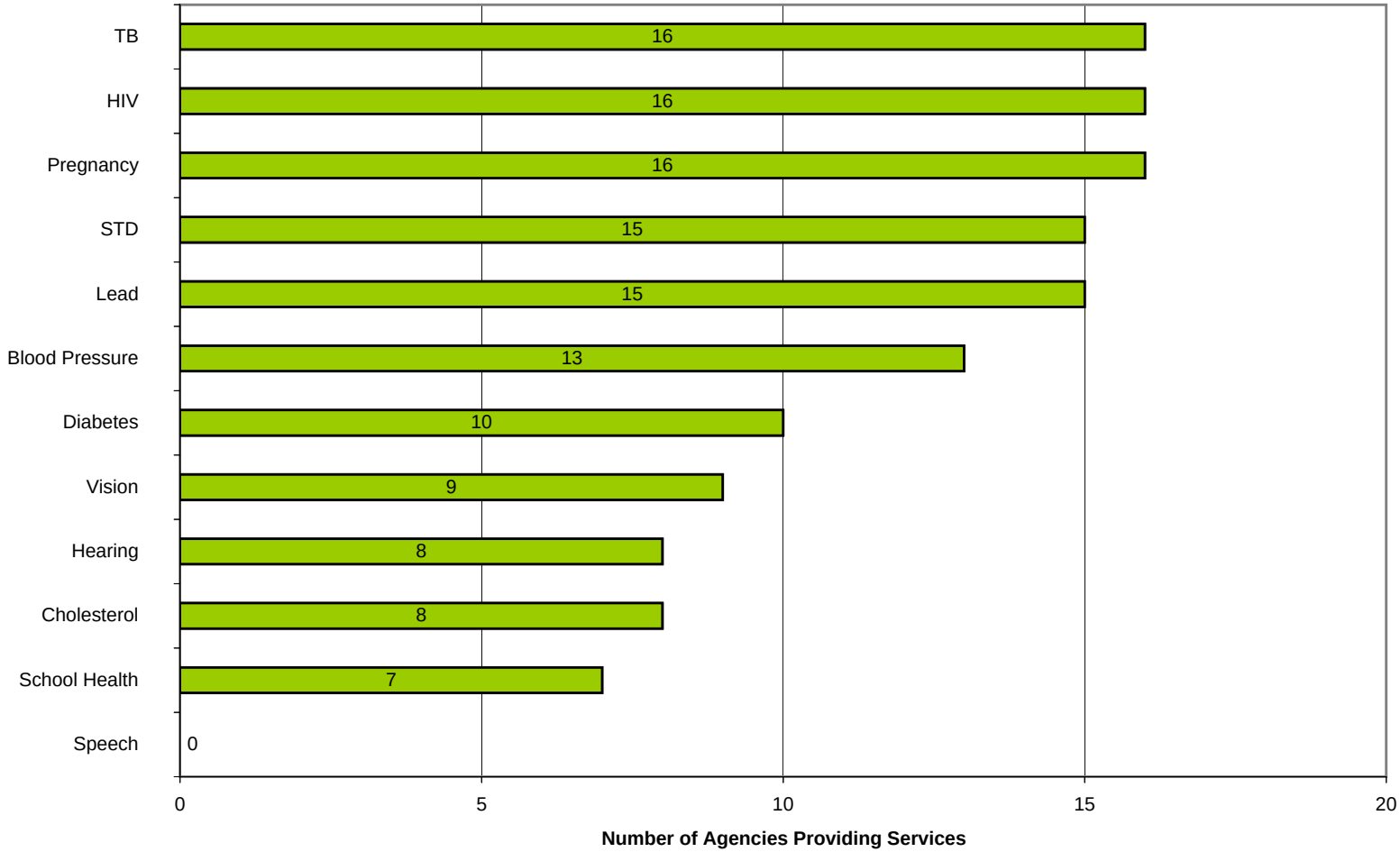
Screening/Testing Provided by Local Public Health Agencies 2005 - 5.2
20,000 or Less Population (55 Agencies)



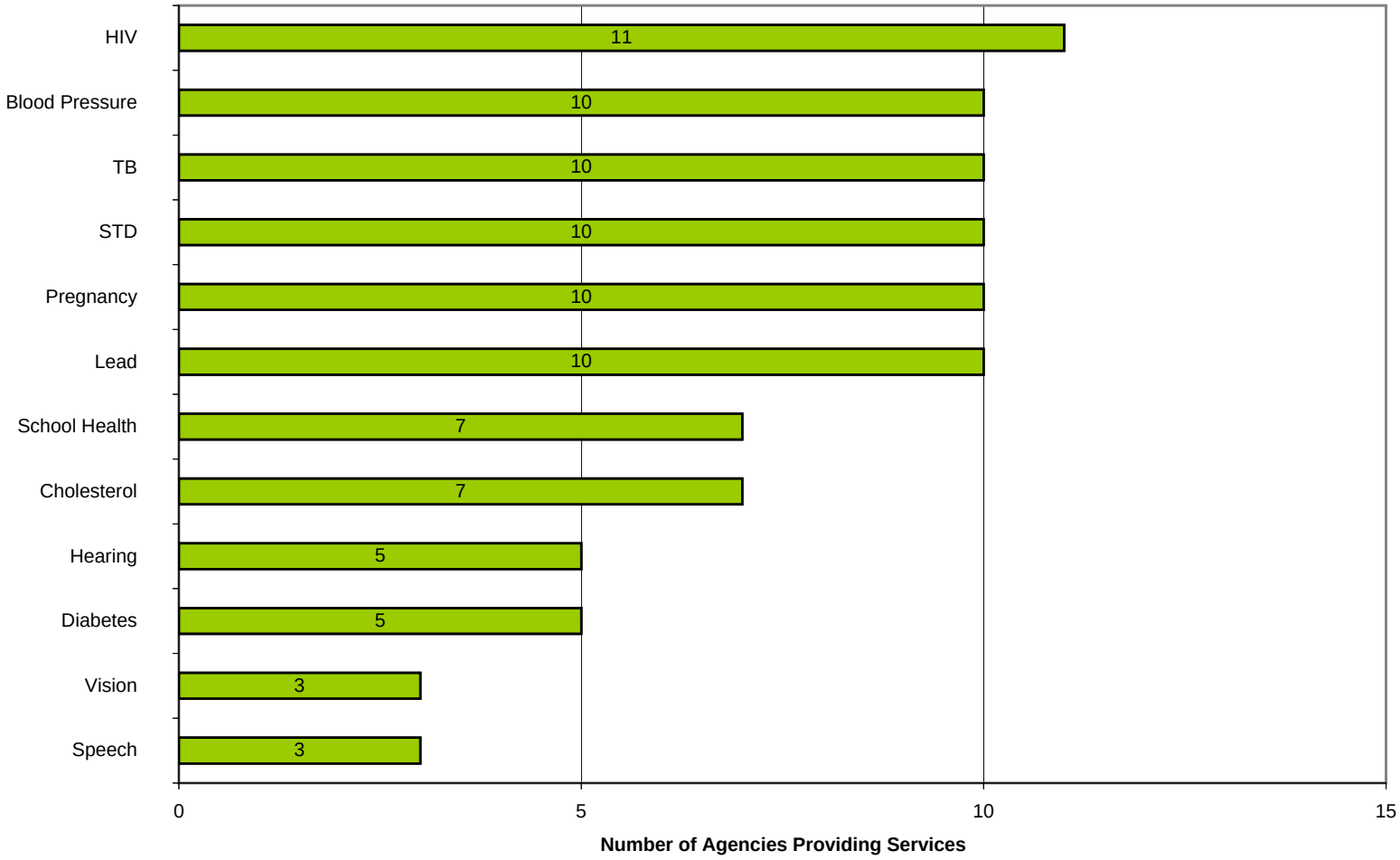
Screening/Testing Provided by Local Public Health Agencies 2005 - 5.2
20,001-40,000 Population (30 Agencies)



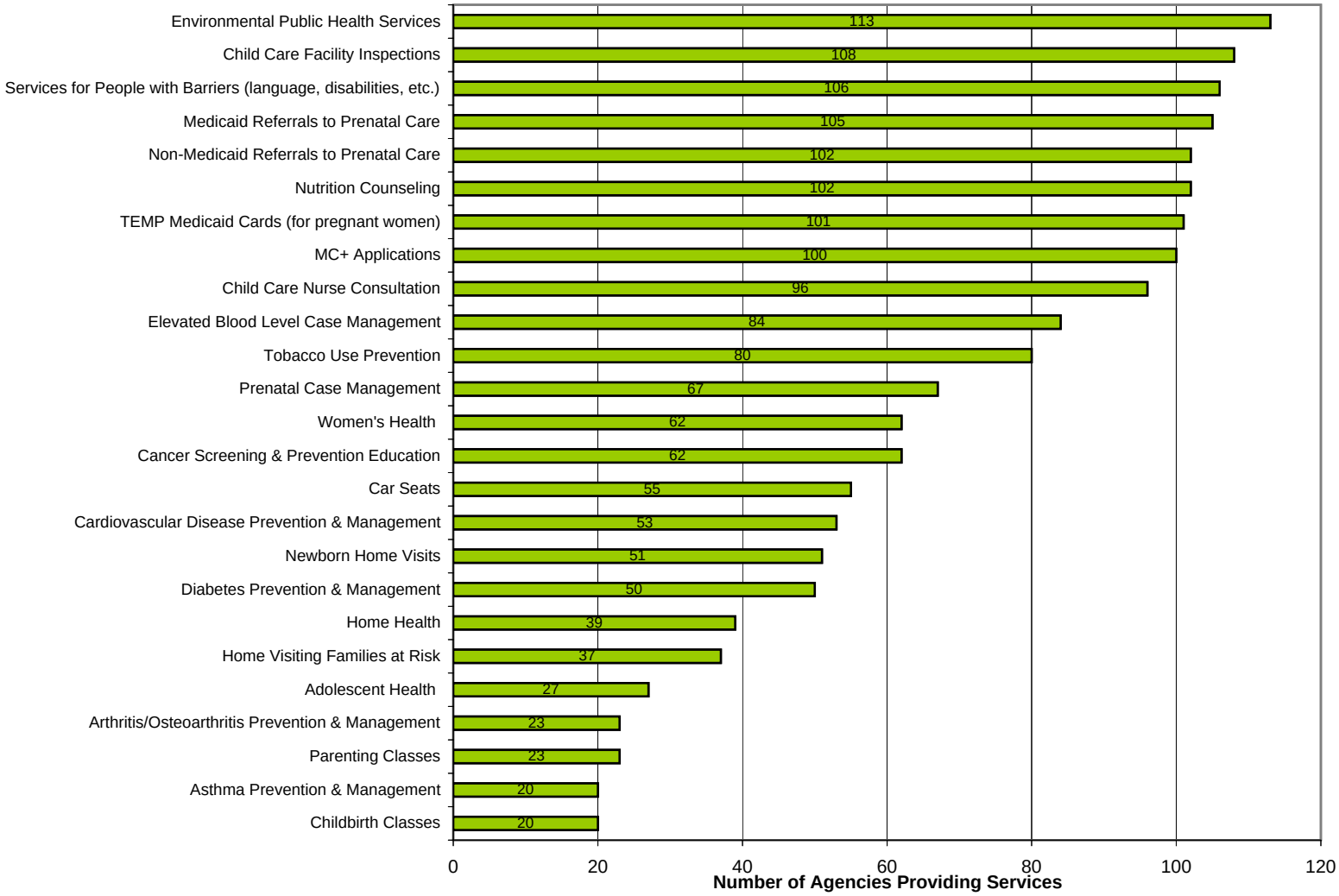
Screening/Testing Provided by Local Public Health Agencies 2005 - 5.2
40,001-80,000 Population (16 Agencies)



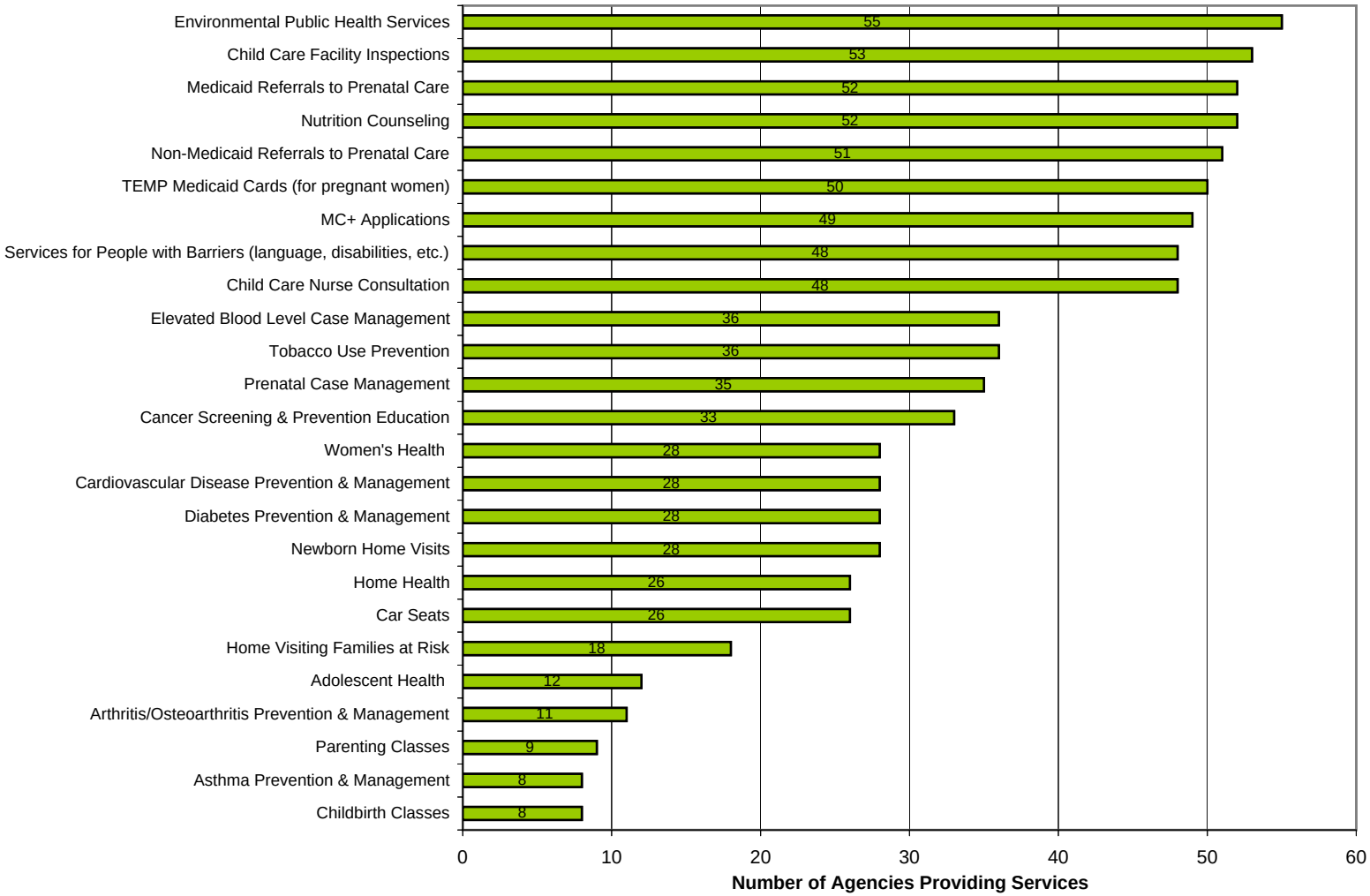
Screening/Testing Provided by Local Public Health Agencies 2005 - 5.2 Over 80,001 Population (13 Agencies)



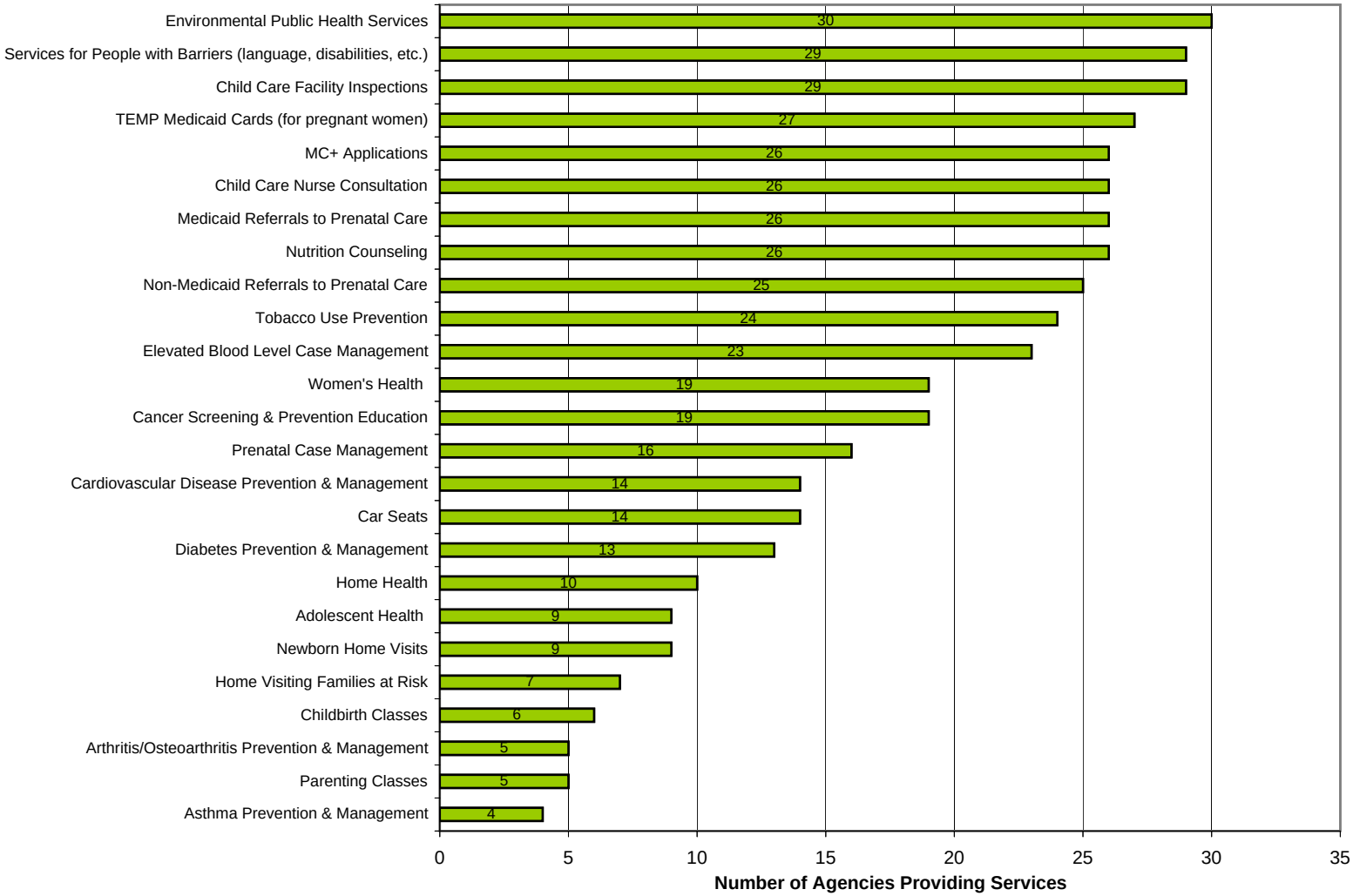
Other Services Provided by Local Public Health Agencies 2005 - 5.3
Statewide (114 Agencies)



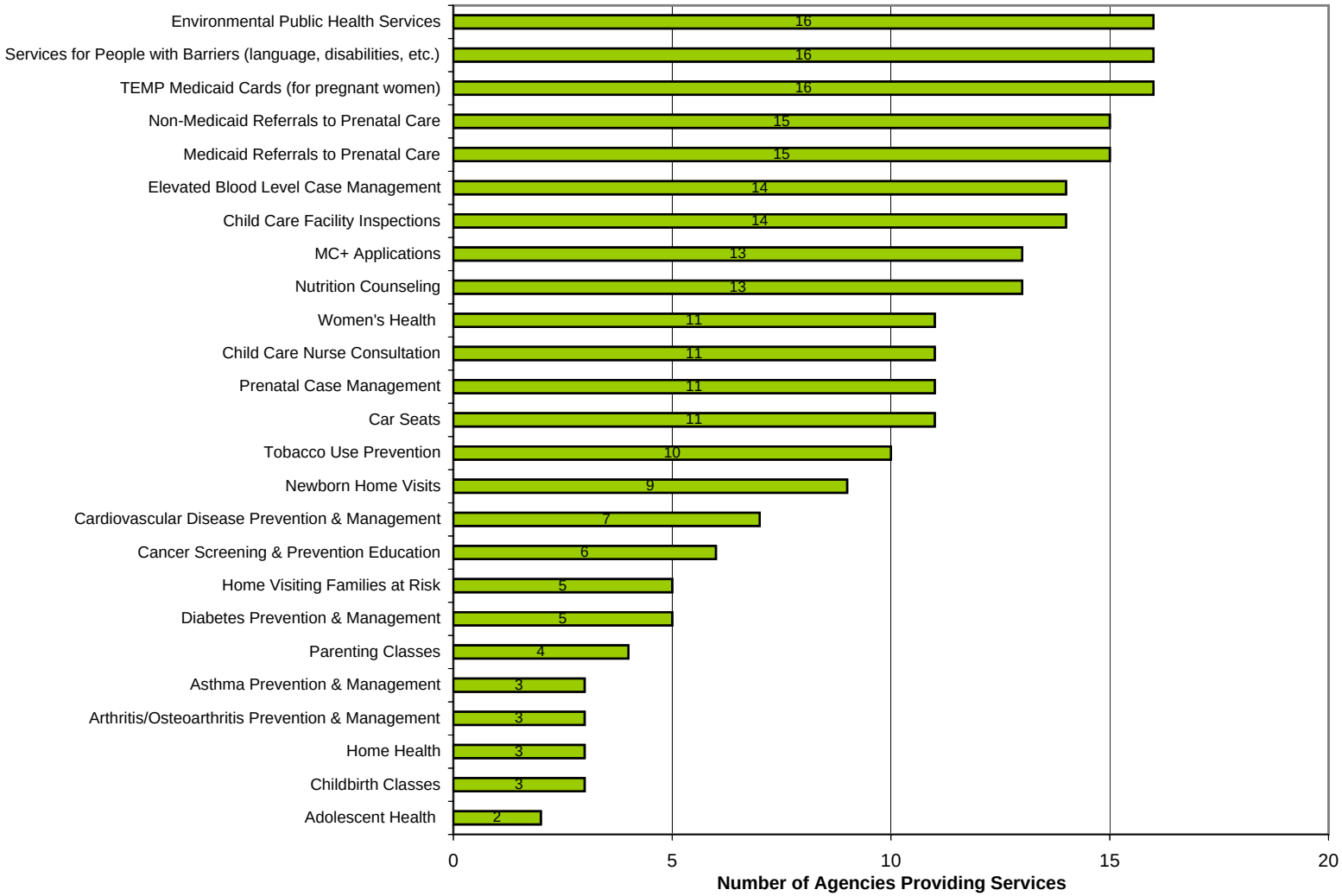
Other Services Provided by Local Public Health Agencies 2005 - 5.3
20,000 or Less Population (55 Agencies)



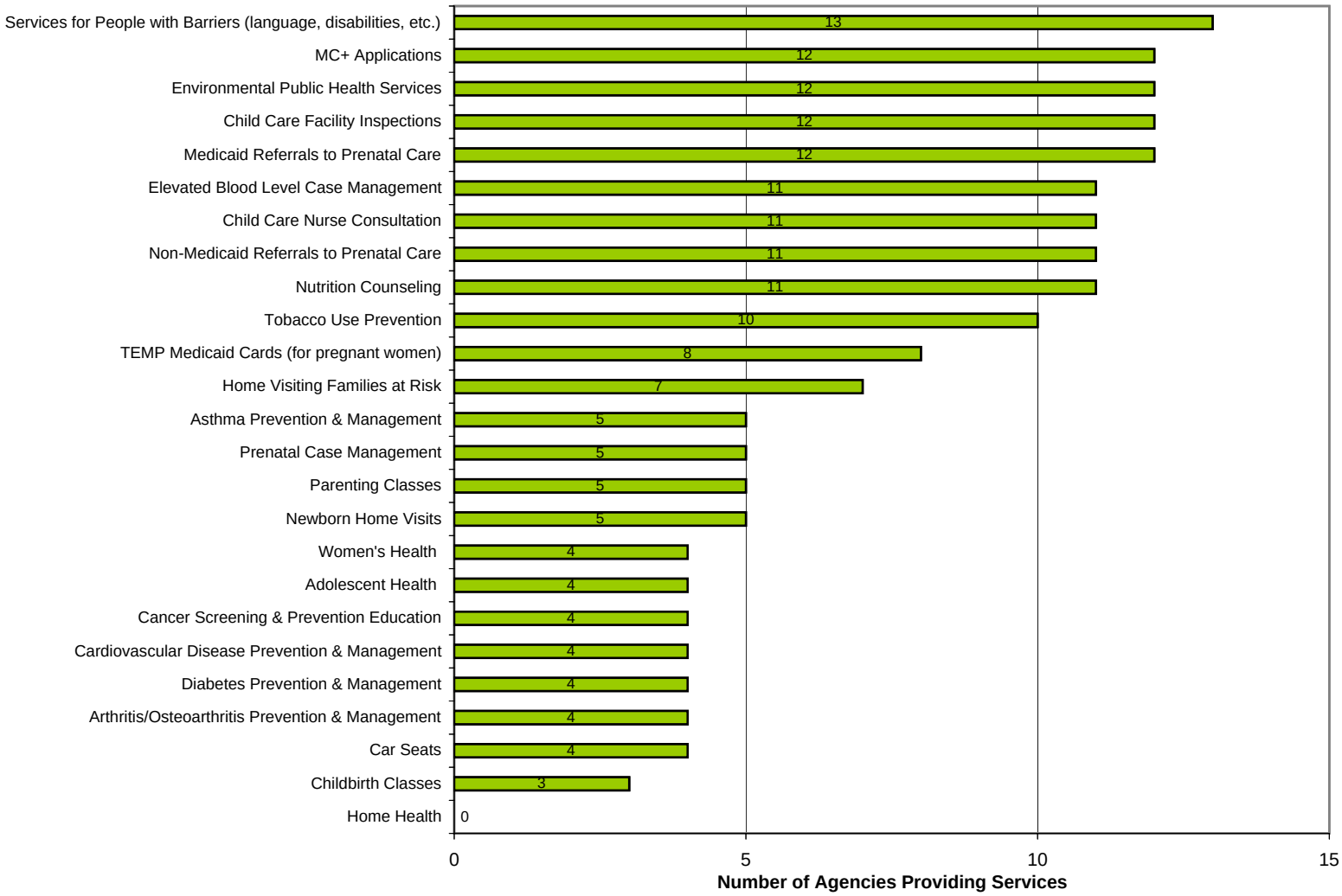
Other Services Provided by Local Public Health Agencies 2005 - 5.3
20,001-40,000 Population (30 Agencies)



Other Services Provided by Local Public Health Agencies 2005 - 5.3
40,001-80,000 Population (16 Agencies)



Other Services Provided by Local Public Health Agencies 2005 - 5.3
Over 80,001 Population (13 Agencies)



CHAPTER 3

DATA TABLES

SERVICES AND PROGRAMS

5. SERVICES AND PROGRAMS — **Statewide - 114**

5.1. Does your agency provide the following Clinical Services?	Number	Percent
BCCCP	50	44%
Dental Sealants	10	9%
Dental (Other)	12	11%
Family Planning	64	56%
HCY Exams (Medicaid Eligible)	31	27%
Adult & Child Immunizations	113	99%
Flu/Pneumoccal Immunizations	112	98%
Prenatal Care	23	20%
WIC	103	90%
Well Child Exams (Not Medicaid)	30	26%
Primary Care	11	10%

SERVICES AND PROGRAMS — **Up to 20,000 Population - 55**

5.1. Does your agency provide the following Clinical Services?	Number	Percent
BCCCP	21	38%
Dental Sealants	2	4%
Dental (Other)	3	5%
Family Planning	32	58%
HCY Exams (Medicaid Eligible)	18	33%
Adult & Child Immunizations	55	100%
Flu/Pneumoccal Immunizations	55	100%
Prenatal Care	10	18%
WIC	53	96%
Well Child Exams (Not Medicaid)	17	31%
Primary Care	4	7%

SERVICES AND PROGRAMS	20,001-40,000 Population - 30	
	Number	Percent
5.1. Does your agency provide the following <u>Clinical Services</u>?		
BCCCP	15	50%
Dental Sealants	2	7%
Dental (Other)	4	13%
Family Planning	18	60%
HCY Exams (Medicaid Eligible)	6	20%
Adult & Child Immunizations	30	100%
Flu/Pneumoccal Immunizations	30	100%
Prenatal Care	9	30%
WIC	27	90%
Well Child Exams (Not Medicaid)	6	20%
Primary Care	2	7%

SERVICES AND PROGRAMS	40,001 - 80,000 Population - 16	
	Number	Percent
5.1. Does your agency provide the following <u>Clinical Services</u>?		
BCCCP	9	56%
Dental Sealants	4	25%
Dental (Other)	3	19%
Family Planning	10	63%
HCY Exams (Medicaid Eligible)	4	25%
Adult & Child Immunizations	16	100%
Flu/Pneumoccal Immunizations	16	100%
Prenatal Care	2	13%
WIC	15	94%
Well Child Exams (Not Medicaid)	4	25%
Primary Care	3	19%

SERVICES AND PROGRAMS	Over 80,001 Population - 13	
	Number	Percent
5.1. Does your agency provide the following <u>Clinical Services</u>?		
BCCCP	5	38%
Dental Sealants	2	15%
Dental (Other)	2	15%
Family Planning	4	31%
HCY Exams (Medicaid Eligible)	3	23%
Adult & Child Immunizations	12	92%
Flu/Pneumoccal Immunizations	11	85%
Prenatal Care	2	15%
WIC	8	62%
Well Child Exams (Not Medicaid)	3	23%
Primary Care	2	15%

SERVICES AND PROGRAMS	By Appointment Only		Walk in Basis Monday-Friday		Walk in Basis on Limited Days		Weekends or Non-Normal Business Hours	
5.1.6.1 How are Adult and Child immunizations made available by Agency?	Number	Percent	Number	Percent	Number	Percent	Number	Percent
114 Statewide	23	20%	47	42%	43	38%	52	46%
55 Population up to 20,000	10	18%	23	42%	22	40%	17	31%
30 Population between 20,001 and 40,000	6	20%	13	43%	11	37%	17	57%
16 Population between 40,001 and 80,000	6	38%	5	31%	5	31%	10	63%
13 Population over 80,001	1	8%	6	50%	5	42%	8	67%

*Percentages is based on 113 agencies that provide Adult & Child Immunizations.

SERVICES AND PROGRAMS		
5.1.6.3 Agency has Standing Orders for Routine Adult & Child immunizations.	Number	Percent
114 Statewide	111	98%
55 Population up to 20,000	54	98%
30 Population between 20,001 and 40,000	29	97%
16 Population between 40,001 and 80,000	16	100%
13 Population over 80,001	12	100%

*Percentages is based on 113 agencies that provide routine Adult & Child Immunizations.

SERVICES AND PROGRAMS

5.1.7.1 Agency has Standing Orders for Flu/Pneumococcal Immunizations.	Number	Percent
114 Statewide	112	100%
55 Population up to 20,000	55	100%
30 Population between 20,001 and 40,000	30	100%
16 Population between 40,001 and 80,000	16	100%
13 Population over 80,001	11	100%

*Percentages is based on 112 agencies that provide Flu/Pneumococcal Immunizations.

SERVICES AND PROGRAMS	Statewide - 114	
	Number	Percent
5.2. Does your agency provide the following **Screening/Testing**?		
Cholesterol	86	75%
Diabetes	94	82%
Hearing	77	68%
Lead	106	93%
Pregnancy	109	96%
School Health	66	58%
Speech	7	6%
Vision	72	63%
STD	96	84%
HIV	104	91%
TB	111	97%
Blood Pressure	108	95%

SERVICES AND PROGRAMS	Up to 20,000 Population - 55	
	Number	Percent
5.2. Does your agency provide the following <u>Screening/Testing</u>?		
Cholesterol	46	84%
Diabetes	52	95%
Hearing	42	76%
Lead	54	98%
Pregnancy	54	98%
School Health	37	67%
Speech	2	4%
Vision	40	73%
STD	46	84%
HIV	49	89%
TB	55	100%
Blood Pressure	55	100%

SERVICES AND PROGRAMS	20,001-40,000 Population - 30	
	Number	Percent
5.2. Does your agency provide the following <u>Screening/Testing</u>?		
Cholesterol	25	83%
Diabetes	27	90%
Hearing	22	73%
Lead	27	90%
Pregnancy	29	97%
School Health	15	50%
Speech	2	7%
Vision	20	67%
STD	25	83%
HIV	28	93%
TB	30	100%
Blood Pressure	30	100%

SERVICES AND PROGRAMS	40,001 - 80,000 Population - 16	
	Number	Percent
5.2. Does your agency provide the following <u>Screening/Testing</u>?		
Cholesterol	8	50%
Diabetes	10	63%
Hearing	8	50%
Lead	15	94%
Pregnancy	16	100%
School Health	7	44%
Speech	0	0%
Vision	9	56%
STD	15	94%
HIV	16	100%
TB	16	100%
Blood Pressure	13	81%

SERVICES AND PROGRAMS	Over 80,001 Population - 13	
	Number	Percent
5.2. Does your agency provide the following <u>Screening/Testing</u>?		
Cholesterol	7	54%
Diabetes	5	38%
Hearing	5	38%
Lead	10	77%
Pregnancy	10	77%
School Health	7	54%
Speech	3	23%
Vision	3	23%
STD	10	77%
HIV	11	85%
TB	10	77%
Blood Pressure	10	77%

SERVICES AND PROGRAMS

Statewide - 114

5.3. Does your agency provide the following Other Services?

	Number	Percent
Car Seats	55	48%
Childbirth Classes	20	18%
Home Health	39	34%
Newborn Home Visits	51	45%
Nutrition Counseling	102	89%
Parenting Classes	23	20%
Prenatal Case Management	67	59%
Medicaid Referrals to Prenatal Care	105	92%
Non-Medicaid Referrals to Prenatal Care	102	89%
TEMP Medicaid Cards (for pregnant women)	101	89%
Arthritis/Osteoarthritis Prevention & Management	23	20%
Diabetes Prevention & Management	50	44%
Cardiovascular Disease Prevention & Management	53	46%
Asthma Prevention & Management	20	18%
Cancer Screening & Prevention Education	62	54%
Home Visiting Families at Risk	37	32%
Child Care Facility Inspections	108	95%
Child Care Nurse Consultation	96	84%
Tobacco Use Prevention	80	70%
Services for People with Barriers (language, disabilities, etc.)	106	93%
Environmental Public Health Services	113	99%
Adolescent Health	27	24%
Women's Health	62	54%
MC+ Applications	100	88%
Elevated Blood Level Case Management	84	74%

SERVICES AND PROGRAMS	Up to 20,000 Population - 55	
	Number	Percent
5.3. Does your agency provide the following Other Services?		
Car Seats	26	47%
Childbirth Classes	8	15%
Home Health	26	47%
Newborn Home Visits	28	51%
Nutrition Counseling	52	95%
Parenting Classes	9	16%
Prenatal Case Management	35	64%
Medicaid Referrals to Prenatal Care	52	95%
Non-Medicaid Referrals to Prenatal Care	51	93%
TEMP Medicaid Cards (for pregnant women)	50	91%
Arthritis/Osteoarthritis Prevention & Management	11	20%
Diabetes Prevention & Management	28	51%
Cardiovascular Disease Prevention & Management	28	51%
Asthma Prevention & Management	8	15%
Cancer Screening & Prevention Education	33	60%
Home Visiting Families at Risk	18	33%
Child Care Facility Inspections	53	96%
Child Care Nurse Consultation	48	87%
Tobacco Use Prevention	36	65%
Services for People with Barriers (language, disabilities, etc.)	48	87%
Environmental Public Health Services	55	100%
Adolescent Health	12	22%
Women's Health	28	51%
MC+ Applications	49	89%
Elevated Blood Level Case Management	36	65%

SERVICES AND PROGRAMS	20,001-40,000 Population - 30	
	Number	Percent
5.3. Does your agency provide the following Other Services?		
Car Seats	14	47%
Childbirth Classes	6	20%
Home Health	10	33%
Newborn Home Visits	9	30%
Nutrition Counseling	26	87%
Parenting Classes	5	17%
Prenatal Case Management	16	53%
Medicaid Referrals to Prenatal Care	26	87%
Non-Medicaid Referrals to Prenatal Care	25	83%
TEMP Medicaid Cards (for pregnant women)	27	90%
Arthritis/Osteoarthritis Prevention & Management	5	17%
Diabetes Prevention & Management	13	43%
Cardiovascular Disease Prevention & Management	14	47%
Asthma Prevention & Management	4	13%
Cancer Screening & Prevention Education	19	63%
Home Visiting Families at Risk	7	23%
Child Care Facility Inspections	29	97%
Child Care Nurse Consultation	26	87%
Tobacco Use Prevention	24	80%
Services for People with Barriers (language, disabilities, etc.)	29	97%
Environmental Public Health Services	30	100%
Adolescent Health	9	30%
Women's Health	19	63%
MC+ Applications	26	87%
Elevated Blood Level Case Management	23	77%

SERVICES AND PROGRAMS

40,001 - 80,000
Population - 16

5.3. Does your agency provide the following Other Services?

	Number	Percent
Car Seats	11	69%
Childbirth Classes	3	19%
Home Health	3	19%
Newborn Home Visits	9	56%
Nutrition Counseling	13	81%
Parenting Classes	4	25%
Prenatal Case Management	11	69%
Medicaid Referrals to Prenatal Care	15	94%
Non-Medicaid Referrals to Prenatal Care	15	94%
TEMP Medicaid Cards (for pregnant women)	16	100%
Arthritis/Osteoarthritis Prevention & Management	3	19%
Diabetes Prevention & Management	5	31%
Cardiovascular Disease Prevention & Management	7	44%
Asthma Prevention & Management	3	19%
Cancer Screening & Prevention Education	6	38%
Home Visiting Families at Risk	5	31%
Child Care Facility Inspections	14	88%
Child Care Nurse Consultation	11	69%
Tobacco Use Prevention	10	63%
Services for People with Barriers (language, disabilities, etc.)	16	100%
Environmental Public Health Services	16	100%
Adolescent Health	2	13%
Women's Health	11	69%
MC+ Applications	13	81%
Elevated Blood Level Case Management	14	88%

SERVICES AND PROGRAMS	Over 80,000 Population - 13	
	Number	Percent
5.3. Does your agency provide the following Other Services?		
Car Seats	4	31%
Childbirth Classes	3	23%
Home Health	0	0%
Newborn Home Visits	5	38%
Nutrition Counseling	11	85%
Parenting Classes	5	38%
Prenatal Case Management	5	38%
Medicaid Referrals to Prenatal Care	12	92%
Non-Medicaid Referrals to Prenatal Care	11	85%
TEMP Medicaid Cards (for pregnant women)	8	62%
Arthritis/Osteoarthritis Prevention & Management	4	31%
Diabetes Prevention & Management	4	31%
Cardiovascular Disease Prevention & Management	4	31%
Asthma Prevention & Management	5	38%
Cancer Screening & Prevention Education	4	31%
Home Visiting Families at Risk	7	54%
Child Care Facility Inspections	12	92%
Child Care Nurse Consultation	11	85%
Tobacco Use Prevention	10	77%
Services for People with Barriers (language, disabilities, etc.)	13	100%
Environmental Public Health Services	12	92%
Adolescent Health	4	31%
Women's Health	4	31%
MC+ Applications	12	92%
Elevated Blood Level Case Management	11	85%

CHAPTER 4

I. SUMMARY OF STATEWIDE FINDINGS RELATED TO LOCAL PUBLIC HEALTH AGENCY GOVERNING BODIES - 2005

The majority of Missouri's local public health agencies are governed by Boards of Trustees. Sixteen percent (16%) are governed by County Commissions, and a few agencies are governed by other types of governance (i.e., City Council, etc.). (See Graph 9.1 and Data Table 9.1)

Less than half (36%) of the agencies use a Checklist to orient new governing body members. Eighty-two percent (82%) provide new governing body members with a copy of Public Health Works, or information on Internet access to Public Health Works. (Note: Public Health Works is a web-based Orientation Manual for Public Health Leaders, made available by the Center for Local Public Health Services and located at http://www.dhss.mo.gov/LPHA/PHWorks/PublicHealthWorks.pdf. The Center also provides orientation packets for governing body members upon request.) (See Graphs 9.2 & 9.3 and Data Tables 9.2 & 9.3)

Agencies provide printed information, verbal, or other presentations to new governing body members on various subjects pertinent to public health. Eighty-eight percent (88%) or more agencies orient new members on the Sunshine law, their agency policy manuals, and an overview of their agency's programs and goals. Seventy-nine percent (79%) provide other additional information on roles and responsibilities. Fifty-one percent (51%) of the agencies introduce the Public Health Makes Life Better video, 46% use the Principles of Public Health course and provide information on NALBOH (National Association of Local Boards of Health), 13% use the Introduction to Epidemiology as a resource, but only 4% introduce the Ten Essential Public Health Services to new governing body members. (See Graph 9.4 and Data Table 9.4)

CHAPTER 4

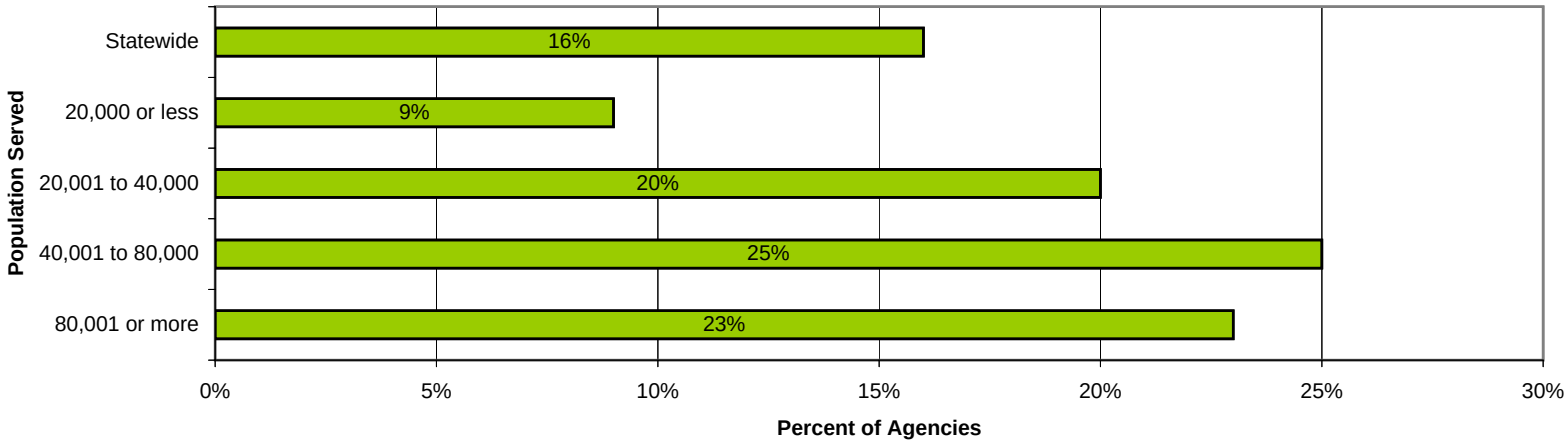
II. VARIATION IN ACTIVITIES RELATED TO GOVERNING BODIES BY SIZE OF POPULATION SERVED - 2005

Type of Governance: Only 9% of the agencies serving populations up to 20,000 are governed by County Commissions. Twenty to twenty-five percent (20%-25%) of the agencies that serve populations over 20,001 are governed by County Commissions. (See Graph 9.1 and Data Table 9.1)

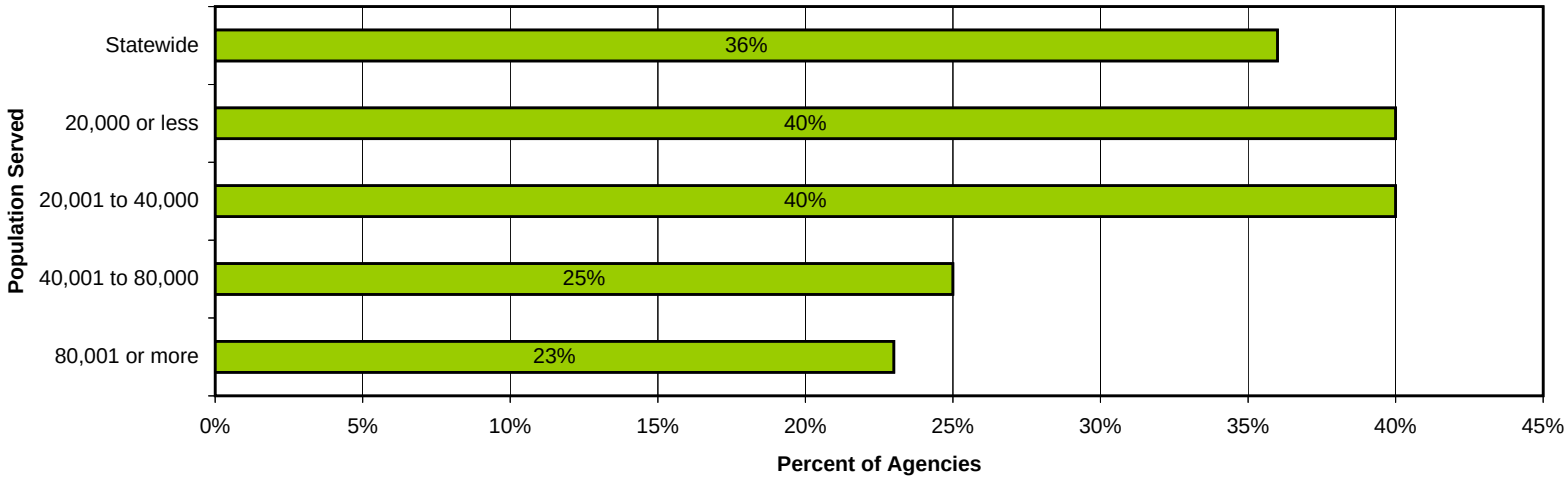
Orientation: forty percent (40%) of the agencies serving populations up to 40,000 use a checklist to orient new governing body members, while 25% or less of the larger agencies do so. Eight-three to eighty-nine percent (83%-89%) of agencies serving populations up to 80,000 provide new governing body members with a copy or information on Internet access to the Public Health Works, Orientation Manual for Public Health Leaders. However, only 46% of the largest agencies, those serving over 80,000, use this resource. (See Graphs 9.2 & 9.3 and Data Tables 9.2 & 9.3)

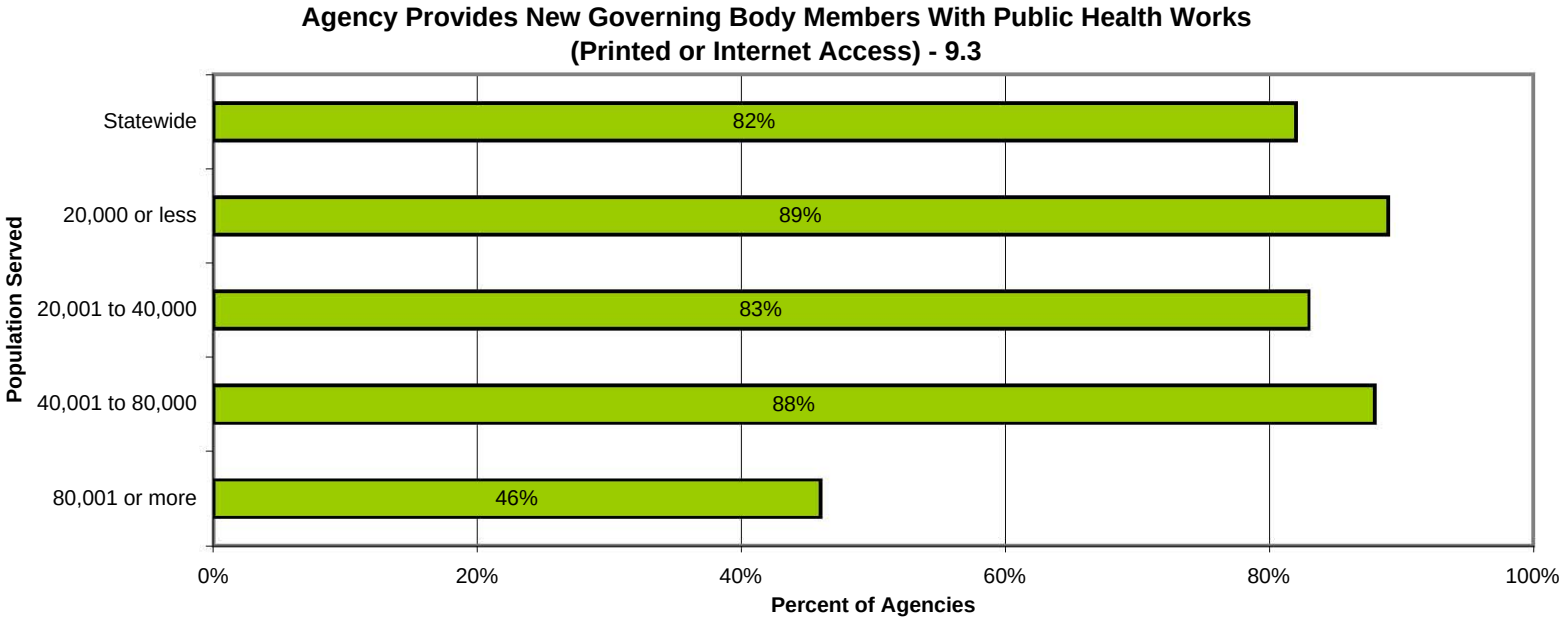
Resource Utilization: Overall, the smaller agencies are more likely to provide printed information, verbal, or other presentations to orient new governing body members. **Agency policy manuals** are provided to governing body members by 96% of the agencies serving populations of 20,000 or less, 97% of the agencies serving populations of 20,001-40,000, 88% of agencies serving populations of 40,001-80,000, but only 31% of the largest agencies serving over 80,000 populations. **Sunshine Law** information is provided by 93%-96% of the agencies serving populations of less than 40,000, while 75% and 54% of the agencies in the two larger categories provide that information. An **overview of the agency's programs and goals** is provided by 88% to 93% of the agencies serving populations of less than 80,000, while 77% of the largest size agencies (over 80,000 population) provide that information. **Other information on the roles and responsibilities** of governing body members is provided by 82%-88% of the agencies in three size categories serving populations up to 80,000, while only 38% of the largest agencies (over 80,000 population) provide that information. **The Public Health Makes Life Better video** is used by 50%-60% of the agencies in three size categories serving populations up to 80,000, while only 15% of the largest agencies provide that information. **Information on NALBOH** is presented to governing body members by 50%-53% of the agencies in two size categories serving populations up to 40,000, while only 31% and 23% of the two size categories serving populations over 40,000 present that information. 45%-56% of the agencies in three size categories serving populations up to 80,000 use the **Principles of Public Health** to orient new governing body members, while only 23% of the largest agencies provide that information. **Introduction to Epidemiology** is only presented to new governing body members by a small number of agencies, ranging from 8% to 19%, with the largest size agencies having the lowest percentage. Information regarding the **Ten Essential Public Health Services** is minimally used throughout the state, from no agencies serving populations of 20,001-80,000, to 5% of the agencies serving populations up to 20,000, and 8% of the largest agencies (over 80,001) providing that information. (See Graph 9.4 and Data Table 9.4)

Agency is Governed by County Commission - 9.1

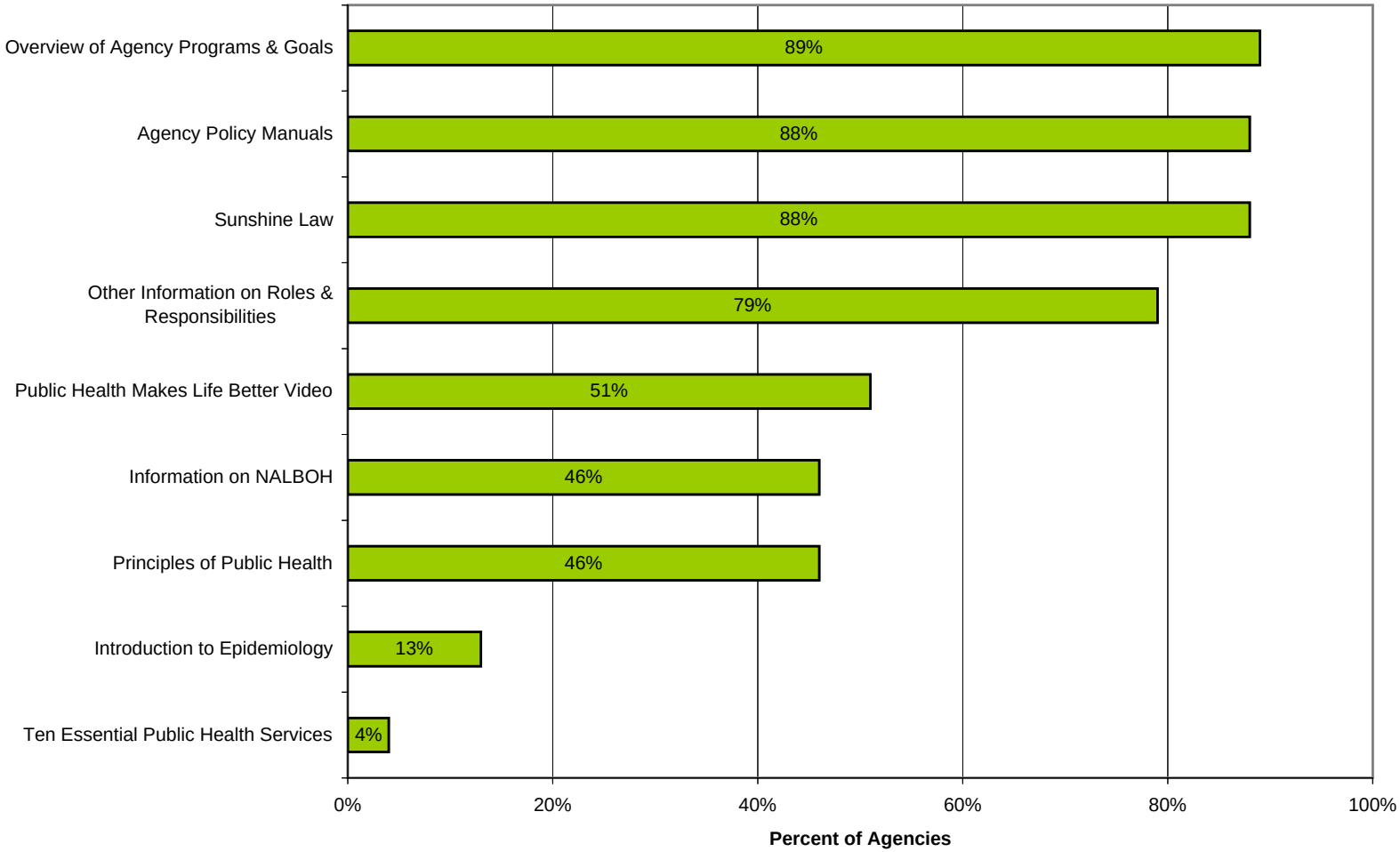


Agency has an Orientation Checklist to Orient New Governing Body Members - 9.2

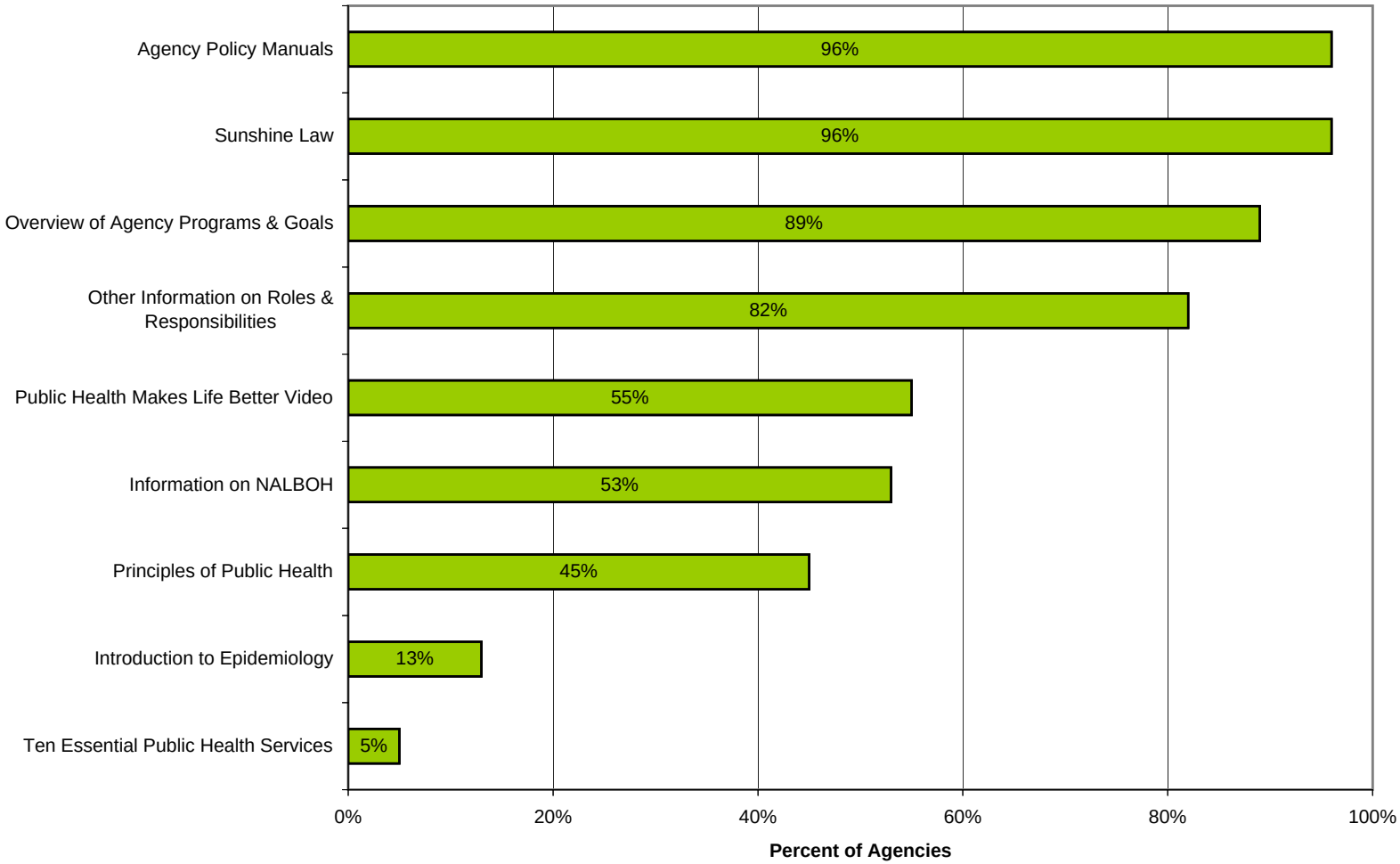



Agency Provides New Governing Body Members With Public Health Works (Printed or Internet Access) - 9.3
Statewide
20,000 or less
20,001 to 40,000
40,001 to 80,000
80,001 or more
82%
89%
83%
88%
46%
Population Served
0%
20%
40%
60%
80%
100%
Percent of Agencies

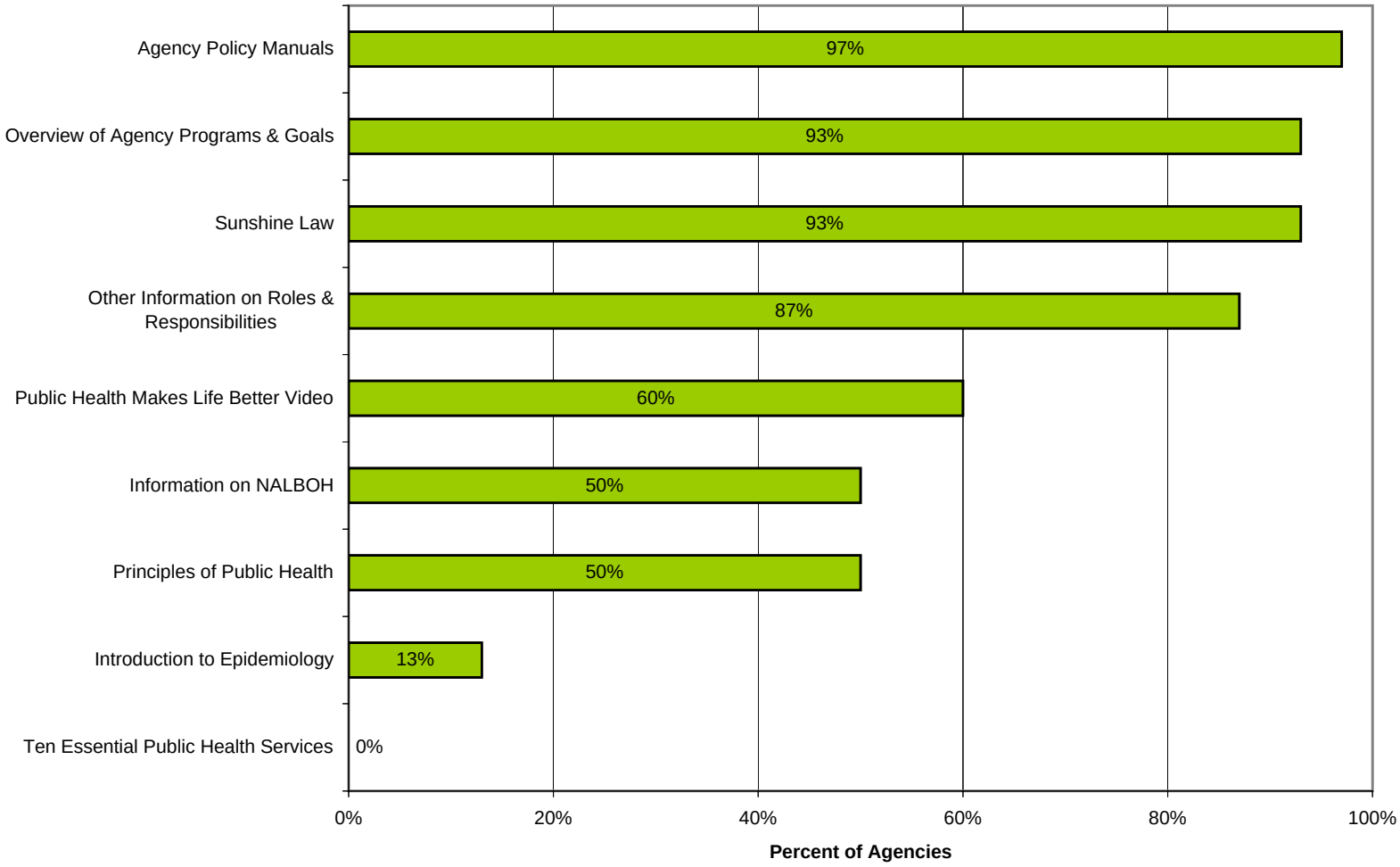
Agency Provides Printed Information, Verbal, or Other Presentations on the Following - 9.4
Statewide (114 Agencies)



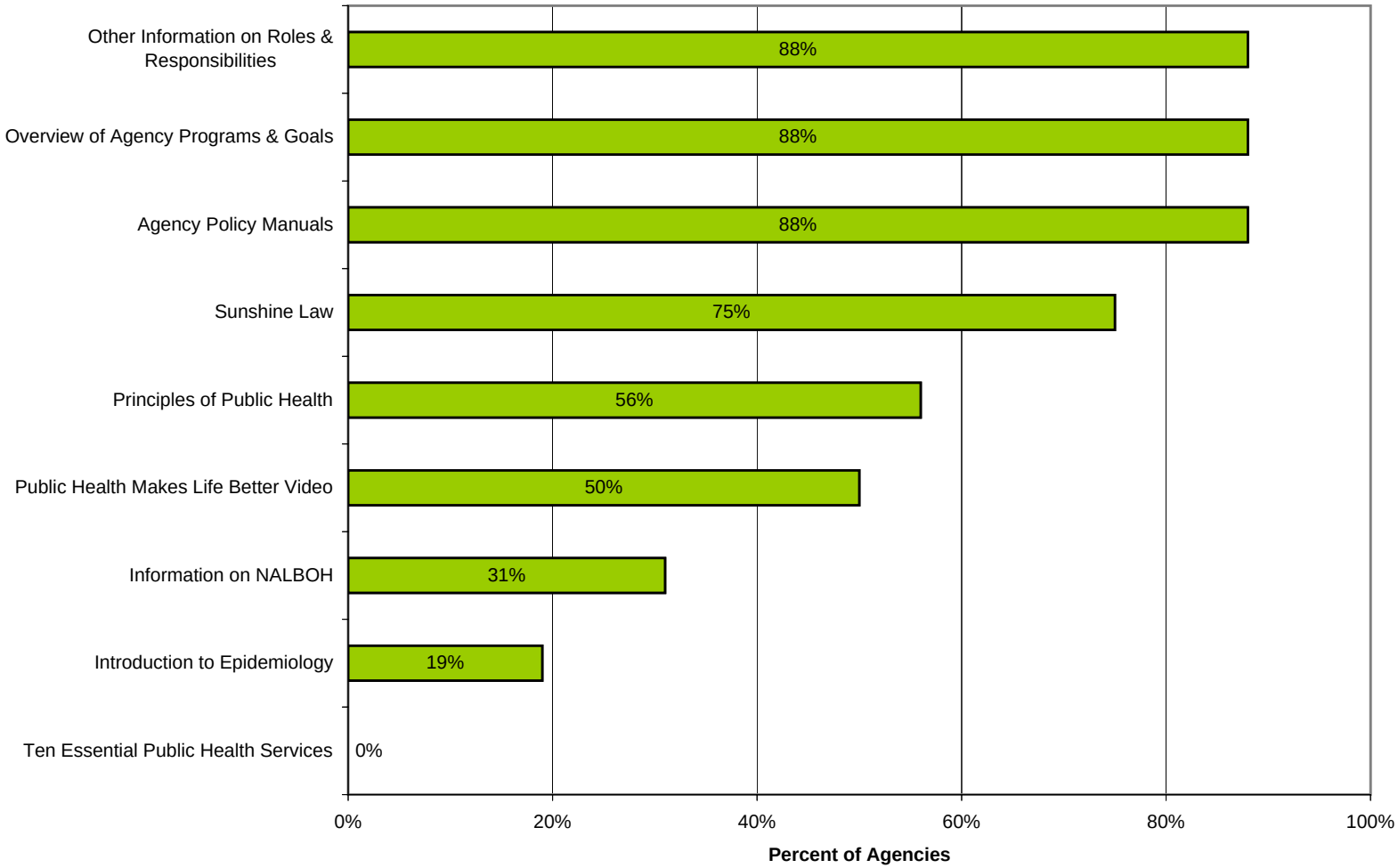
Agency Provides Printed Information, Verbal, or Other Presentations on the Following - 9.4
20,000 or Less Population (55 Agencies)



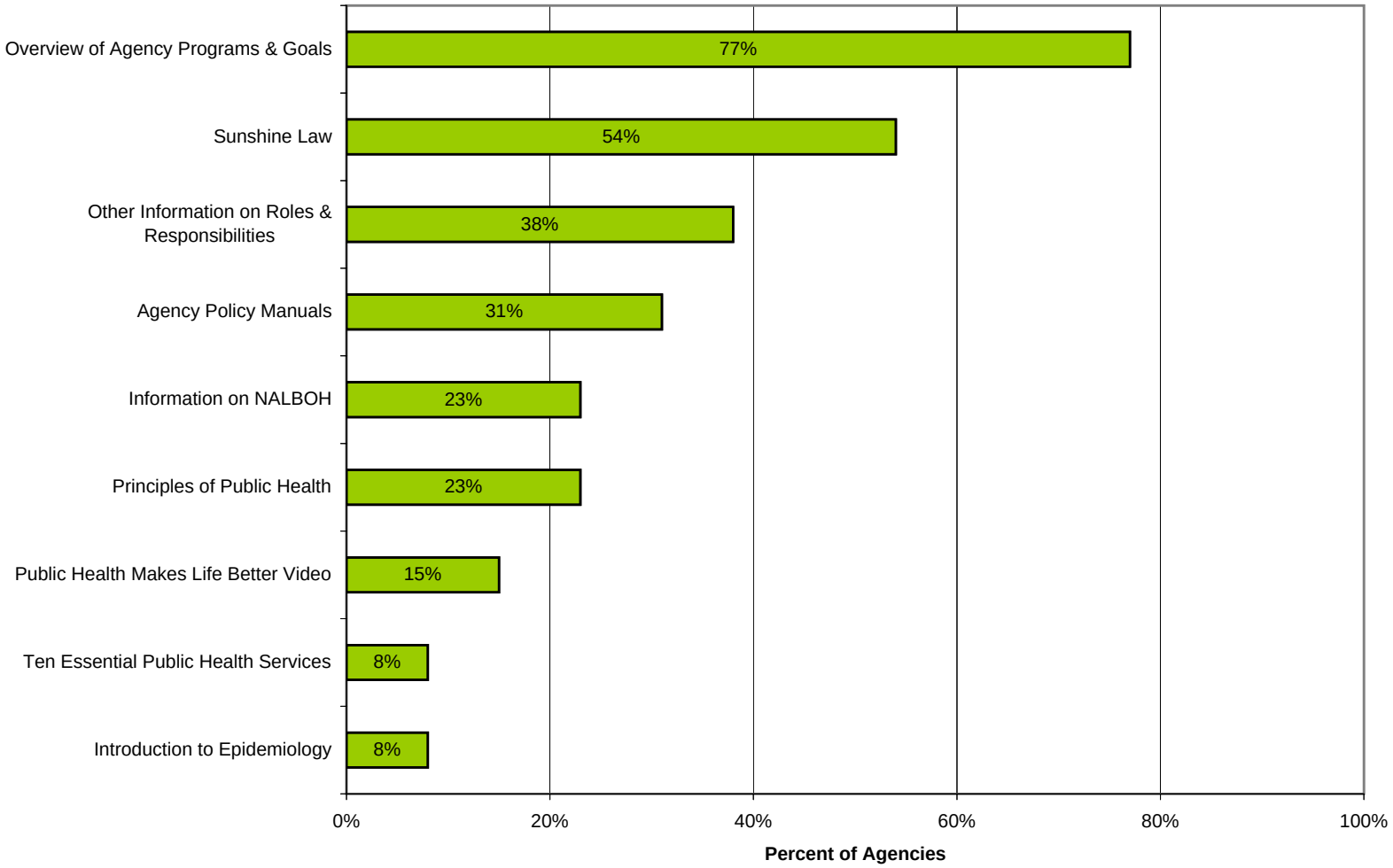
Agency Provides Printed Information, Verbal, or Other Presentations on the Following - 9.4
20,001-40,000 Population (30 Agencies)



Agency Provides Printed Information, Verbal, or Other Presentations on the Following - 9.4
40,001-80,000 Population (16 Agencies)



Agency Provides Printed Information, Verbal, or Other Presentations on the Following - 9.4
80,001 or More Population (13 Agencies)



CHAPTER 4

DATA TABLES

MISCELLANEOUS ACTIVITIES RELATED TO GOVERNING BODIES

GOVERNING BODIES

9.1. Agency is governed by County Commission.

	Number	Percent
114 Statewide	18	16%
55 Population up to 20,000	5	9%
30 Population between 20,001 and 40,000	6	20%
16 Population between 40,001 and 80,000	4	25%
13 Population over 80,001	3	23%

GOVERNING BODIES

9.2. Agency uses an Orientation Checklist to orient new governing body members.

	Number	Percent
114 Statewide	41	36%
55 Population up to 20,000	22	40%
30 Population between 20,001 and 40,000	12	40%
16 Population between 40,001 and 80,000	4	25%
13 Population over 80,001	3	23%

9.3. Agency provides new governing body members a printed copy of Public Health Works, or Information on Internet access to Public Health Works.

	Number	Percent
114 Statewide	94	82%
55 Population up to 20,000	49	89%
30 Population between 20,001 and 40,000	25	83%
16 Population between 40,001 and 80,000	14	88%
13 Population over 80,001	6	46%

GOVERNING BODIES

9.4. Agency provides printed information, verbal, or other presentations on the following subjects to orient new governing body members.

	Statewide - 114		Up to 20,000 Population - 55		20,001-40,000 Population - 30		40,001-80,000 Population - 16		Over 80,001 Population - 13	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Sunshine Law	100	88%	53	96%	28	93%	12	75%	7	54%
Public Health Makes Life Better Video	58	51%	30	55%	18	60%	8	50%	2	15%
Principles of Public Health	52	46%	25	45%	15	50%	9	56%	3	23%
Introduction to Epidemiology	15	13%	7	13%	4	13%	3	19%	1	8%
Agency Policy Manuals	100	88%	53	96%	29	97%	14	88%	4	31%
Overview of Agency Programs & Goals	101	89%	49	89%	28	93%	14	88%	10	77%
Information on NALBOH	52	46%	29	53%	15	50%	5	31%	3	23%
Other Information on Roles & Responsibilities	90	79%	45	82%	26	87%	14	88%	5	38%
Ten Essential Public Health Services	4	4%	3	5%	0	0%	0	0%	1	8%